

# ASSESSMENT OF DEVELOPMENT RESULTS **ALGERIA**

## EVALUATION OF UNDP CONTRIBUTION



HUMAN DEVELOPMENT effectiveness COORDINATION  
efficiency COORDINATION AND PARTNERSHIP sus  
NATIONAL OWNERSHIP relevance MANAGING FO  
sustainability MANAGING FOR RESULTS responsiveness  
DEVELOPMENT responsiveness NATIONAL OWNER  
NATIONAL OWNERSHIP effectiveness COORDINATION  
efficiency COORDINATION AND PARTNERSHIP sus  
NATIONAL OWNERSHIP relevance MANAGING FO  
sustainability MANAGING FOR RESULTS responsiveness  
HUMAN DEVELOPMENT effectiveness COORDINATION





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Resilient nations.*

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### ASSESSMENT OF DEVELOPMENT RESULTS: ALGERIA

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# ACKNOWLEDGEMENTS

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We hope that the results and recommendations of this evaluation will allow UNDP to strengthen its strategic partnership with the Government of Algeria, in order for it to become, more than ever, a valuable partner for the country.



# FOREWORD

The Assessment of Development Results is one of the main tasks of the Independent Evaluation Office. It seeks to analyse systematically and independently the progress of key UNDP programmes in countries that receive its support.

This ADR was carried out in close collaboration with the Algerian Ministry of Foreign Affairs (MAE), to ensure that the findings are credible and useful, and ultimately appropriated by the national partners. The assessment process was jointly supervised by the Independent Evaluation Office, the UNDP Country Office and the Regional Bureau for the Arab States, and carried out by an independent team, under the guidance of a manager from the Independent Evaluation Office. This approach allowed both the Algerian Government and the Independent Evaluation Office to ensure that evaluation standards, such as independence, impartiality and methodological rigour, were respected.

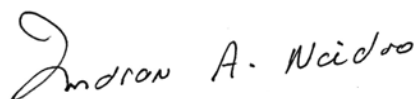
The evaluation team was given access to documents produced by a range of national partners, as well as from various recent exercises such as the 2011 repositioning of UNDP in Algeria, and the 2009 joint assessment for a priority action plan for Algeria. Bringing the national context into the report in this way is useful for national partners and also allows UNDP to organise its work in a more strategic manner.

The evaluation shows that UNDP achieved a number of significant results over the assessment period. However, the effectiveness of its work, in terms of expected outcomes or impacts, was only moderately satisfactory. This is because

large-scale and sustainable transformations, beyond the expected outputs of initiated projects, were not made. The performance of UNDP was affected by a number of factors, both internal and external, and particularly by the terrorist attack on its premises in December 2007. The recommendations of this report seek to help UNDP improve its effectiveness and its strategic position in Algeria. Having looked at what did and did not work over the last five years, as well as the underlying reasons, the report offers guidelines for the roles that UNDP could play in the future.

The Independent Evaluation Office sincerely hopes that the results of this evaluation will allow UNDP to increase and improve its support to the Algerian Government and other national partners, for the human development of the country. We also hope that it will help to establish the future strategy of UNDP and that the recommendations will feed into improvements in the management and implementation of the programme.

We consider that this evaluation is particularly timely, taking place alongside the country strategic planning process and the new country programme cycle, as well as the implementation of processes to ensure a more reliable and sustainable future.



Indran A. Naidoo  
Director  
Independent Evaluation Office





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# ACRONYMS AND ABBREVIATIONS

ADR	Assessment of Development Results
ANSEJ	National Agency for the Promotion of Youth Employment ( <i>in French</i> )
APRM	African Peer Review Mechanism
BD	Biodiversity
CC	Climate Change
CCA	Common Country Analysis
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CNAC	National Unemployment Insurance Fund ( <i>in French</i> )
CNES	National Social and Economic Council ( <i>in French</i> )
CPAP	Country programme action plan
CPD	Country programme document
DGAPR	Directorate-General of Prison Administration and Reintegration ( <i>in French</i> )
DGMJ	Directorate-General for the Modernization of Justice ( <i>in French</i> )
DEM	Deputy Evaluation Manager
EM	Evaluation Manager
ERC	Evaluation Resource Centre
FAO	Food and Agriculture Organisation (of the United Nations)
GBV	Gender-based violence
GDP	Gross domestic product
GE	Gender equality
GEF	Global environment facility
GII	Gender inequality index
GIS	Geographic Information System
GPPS	Global Programme for Parliamentary Strengthening
HDI	Human development index
HDR	Human development report
IEC	Information, Education, Communication
IGA	Income generating activity
ILO	International Labour Organization
LTC	Local Technical Committee
MADR	Ministry of Agriculture and Rural Development ( <i>in French</i> )
MAE	Ministry of Foreign Affairs ( <i>in French</i> )
MATE	Ministry of National Planning and Environment ( <i>in French</i> )
MDCFCF	Ministry Responsible for the Family and the Condition of Women ( <i>in French</i> )
MDG	Millennium Development Goal

MENA	Middle East and North Africa
MSNFCF	Ministry of National Solidarity, Family and Women's Affairs ( <i>in French</i> )
MSPRH	Ministry of Health, Population and Hospital Reform ( <i>in French</i> )
MTR	Mid Term Review
NDP	National development plan
NEPAD	New Partnership for Africa's Development
NESC	National Economic and Social Council
NEX	National execution
NGO	Non-governmental organization
NPA	National People's Assembly
NPD	National Project Director
OPEC	Organization of Petroleum Exporting Countries
PPDRI	Outreach projects for integrated rural development ( <i>in French</i> )
PRCHAT	Support for the Human Capacity-Building and Technical Assistance Programme for rural renewal ( <i>in French</i> )
PROGDEM	National Programme for the Integrated Management of Municipal Waste
PRS	Poverty reduction strategy
RA	Research Assistant
RBAS	Regional Bureau for Arab States
RBM	Results-based management
RES	Regional Evaluation Specialist
ROAR	Results-oriented annual report
SCF	Strategic Cooperation Framework
SNC	Second National Communication (to the UNFCCC)
ToC	Theory of Change
ToR	Terms of Reference
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCBD	United Nations Convention on Biological Diversity
UNCC	United Nations Convention against Corruption
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNS	United Nations System
VAW	Violence against women
WWF	World Wildlife Fund

# EXECUTIVE SUMMARY

Assessments of Development Results (ADRs) are independent evaluations of the contribution of UNDP to development results in the countries where it works. They generally cover two country programme cycles. Because of the consequences of the terrorist attack on UNDP premises in December 2007, the ADR for Algeria looks at the period from 2009 to 2013, namely the last three years of the 2007-2011 cycle and the first two years of the current 2012-2014 programme cycle. The objectives were to: (i) identify progress made towards achieving the expected results in the programme cycles in question; (ii) analyse how UNDP Algeria is positioned, particularly in the post-terrorist attack context, to provide added value to efforts made by the country in terms of development; and (iii) present conclusions and recommendations to feed into the new UNDP programming frameworks and the next country programme cycle, scheduled to start in 2015.

The assessment used a number of methods and approaches, notably: a wide-ranging analysis of documentation; individual and group interviews in Algiers; and field visits to projects operating in a number of *wilayas* (regions) such as *Djelfa* (south of Algiers), *Skikda* (east of Algiers), *Sidi Bel Abbes* and *Tipaza* (west of Algiers). As the *Grand Sud* region was not accessible to the evaluation team due to delays in obtaining the necessary travel permits<sup>1</sup>, interviews were organised in the capital with people from that region.

Around 180 people were interviewed during the preparatory mission in June 2013. The evaluation itself took place from 19 October to 7 November 2013, continuing for some days afterwards as

national experts in the field collected missing data and information for additional verification. This mission ended on 6 November 2013 with the feedback of preliminary comments and analysis to a meeting at the Country Office premises. The resulting report was subject to a quality assurance and approval process.

## PRINCIPAL FINDINGS

**Generally, UNDP's activities have been very relevant in terms of the goals, but less so in terms of approaches.** UNDP's work in Algeria has been systematically aligned with national priorities and/ or international commitments ratified by the country. A certain degree of coherence was noted in the programme; with work continuing from previous activities, and new projects that followed on from preparatory assistance or other recently-completed projects. However, there remains a broad spread of areas of activity and there does not appear to be an overall strategic approach or theme.

**In terms of effectiveness, UNDP can be credited with some conclusive results in the country. However, the effectiveness of activities overall was moderate, as they did not generate large-scale or sustainable transformations, beyond the projects' expected results.**

Successes that can be credited to UNDP from across all themes include: 1) Conceptual and operational capacity-building at an individual and institutional level thanks to expert input (methods and tools, best practices), training (study visits, seminars and workshops) and the acquisition

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1 A law dating from 1964 states that foreign delegations should be escorted when in Algeria. The Country Office was not able to request these escorts in time, and in addition did not feel that the safety requirements for the movement of United Nations agents were met at the time of the evaluation mission.

of materials and equipment; 2) Support to the Algerian Government and its central and local institutions for the implementation of national policies, sector strategies and its international commitments; 3) Awareness of the need for discussion and partnership, in institutions at central and local levels that were not used to working together, and with the private sector and civil society; 4) Awareness of the importance of information, education and communication (IEC).

For a large number of projects, however, the expected results were not achieved in full. In large part this was due to activities being modified or early project closure. In some field projects, the quality of outputs was compromised by efforts to reach a larger number of beneficiaries without sufficient adjustments to human and financial resources. Finally, steering and monitoring mechanisms did not last beyond the lifetime of the projects, making assessment of sustainability and transformative results difficult. Capacity building was mainly carried out at an individual level, and even where it was institutional there is no tangible evidence that this has generated significant changes in the way the country's institutions function. In most cases awareness raising and communication strategies or plans were drawn up, but these were rarely implemented, despite the fact that all those interviewed recognised the importance. Similarly, intersectoral partnerships were considered to be particularly effective, but were not adequately institutionalised, and the commitment of civil society and the private sector remains weak and is not yet widespread.

**UNDP's performance and the sustainability of the achieved results were negatively affected by a range of factors that can be categorised as endogenous factors and factors specific to the environment.** Internal UNDP factors include: the consequences of the December 2007 terrorist attack against the United Nations premises; a tendency to disperse project resources in order to be active in a maximum number of areas and to oversize projects with regards to the human and financial resources available; poor internal capacity in results-based management and gender

issues; administrative complexities and delays in implementation; the absence of an exit strategy to sustain results; and inadequate communication and visibility. Factors relating to the external environment include: the large size of the country and the fact that some projects were located in remote regions; the diversity of local contexts; the frequent turnover of public-sector managers involved in the projects; the inadequate commitment of some stakeholders; the transient nature of the steering and monitoring mechanisms; and cumbersome administrative procedures and the subsequent delays, notably those relating to the payment of Algeria's financial contributions.

**In terms of effectiveness, UNDP's activities are generally described as not very satisfactory or unsatisfactory.** Even when taking into account the interruption of at least two years as a result of the terrorist attack, projects have run far behind schedule (by one to six years). Budgets have generally been respected but, in certain cases, the quality of outputs has suffered due to increases in the volume of activities without corresponding adjustments to the budget. Although projects are carried out across the country, many tasks have fallen to the Country Office, which does not have enough staff capacity to always respond quickly or adequately.

**In terms of strategic positioning, UNDP has shown great responsiveness and an adequate capacity to adapt to emerging priorities and needs.** UNDP has generally been receptive to requests received and has demonstrated good responsiveness. It has shown a strong capacity to adapt in strategic projects, but less so in field projects.

**UNDP successfully drew on its image capital and its credibility to build partnerships, but results are varied depending on the nature of the activity and the beneficiaries. With regards to the universal values that it promotes, UNDP has not demonstrated enough innovation nor been able to introduce sustainable changes, and its efforts have had little visibility or effect.** Partnerships have been formed with state



institutions, civil society bodies, bilateral cooperation agencies and the private sector. UNDP's leadership in terms of approaches and expertise has been recognised for projects implemented in remote regions where it is often the only international party, or for innovative projects where the expertise it provides is at the core of its field of competence. In all other cases, UNDP is considered as a source of technical support or as a simple service provider. Tangible efforts have been made to promote South-South cooperation, but opportunities have not often been followed by convincing results and have yet to be systematically rolled out. Similarly, real efforts were made in terms of promoting human development and the Millennium Development Goals (MDGs), with systematic identification of these objectives across all proposed activities. The approaches adopted have not succeeded in integrating cross-cutting issues such as gender, governance, human rights and the environment, nor the inclusive approach favoured by UNDP, but remain compartmentalized in their respective areas.

**UNDP's contribution in the area of women's empowerment and gender equality has been moderate.** The gender dimension has been merged with the approach of integrating women in development, which has shown limits as it is focused on women and not on questions of equality.

## GENERAL CONCLUSION

It is undeniable that the consequences of the terrorist attack of 2007 were tragic for the country, for UNDP and for the United Nations System as a whole, not only in terms of programmes and operations, but also from a human and psychological perspective. Restarting activities was a priority and is an achievement in itself for the Country Office. A first priority was to adopt a strategic cooperation framework approved by both parties, in order to ensure effective cooperation for development. It is clear that, while during the period under assessment UNDP has contributed to shifts in Algeria (moving things forward), it has not succeeded in introducing sustainable changes and bold innovations in the

way that national partners operate (redrawing the lines). There have been recent signs of positive change in the programme, such as decisions made at the Bureau retreat, the signing of the Strategic Cooperation Framework (SCF), a new management team, efforts in terms of communication, the completion of late or past projects, and new projects in the pipeline, for example. Now it is time for the Country Office to draw a line under the post-2007 phase, capitalise on lessons learned and the changing context, so that UNDP can further improve its position, demonstrate greater leadership, neutrality and independence and put in place the recommendations of this review.

## RECOMMENDATIONS AT THE STRATEGIC LEVEL

**Recommendation 1: Focus UNDP activities on a limited number of themes within a strategic vision adapted to the specific features of the country. These themes should be identified in a participatory manner on the basis of criteria including, in particular, the comparative advantages and added value of UNDP for Algeria.**

Given the limited resources of the Country Office (both human and financial), and the diversity and scale of Algeria's needs, UNDP needs to focus its resources. It must stop trying to intervene in everything, everywhere (particularly in areas outside of its abilities), and should instead adopt an approach that focuses on quality over quantity (do less but better), working in areas that highlight its leadership and have great innovative potential. UNDP must ensure that the various stakeholders participate in the exercise to define these strategic areas of intervention, particularly in the context analysis, which currently suffers weaknesses linked to a lack of critical analysis and up-to-date data.

Focus areas might include youth employment; fighting corruption; promoting civil society; human rights; strengthening the mainstreaming of gender issues; and local development. UNDP sponsored study visits have been a positive

experience, allowing Algeria to benefit from the experiences and expertise of other countries, and could usefully be continued.

**Recommendation 2: The Country Office should be a force for innovative proposals, focusing on transversal themes and promoting intersectoral working, alongside pilot projects in the field. This can be done by strengthening and reorganising existing skills or by drawing on others, particularly in the area of policy advice.**

UNDP must maintain a fair balance between its traditional activities supporting the government in the implementation of its programmes and its more innovative work to facilitate and support collaboration and new partnerships between different institutions, or to address problems relating to governance, the environment or gender inequality. By focusing activities on transversal themes or those that promote intersectoral working, UNDP should introduce sustainable changes in the working practices of national partners.

Within its focus areas, the UNDP Country Office must target its efforts on strategic, cost-effective activities, using its limited resources in a catalytic manner. The UNDP is not in a position to implement large-scale physical projects, but is well placed to support strategic initiatives, in terms of policy, and to test approaches and concepts in the field.

**Recommendation 3: Put the neutrality and independence of UNDP to good use, bringing in partners who until now have been little involved (notably universities, research centres, civil society, the private sector), and acting as interface and coordinator for public institutions.**

The Algerian Government is UNDP's traditional partner. This collaboration should be continued, but there needs to be a fair balance with partnerships with other development players, such as research centres and universities, who can provide qualified and inexpensive human resources to test and deepen knowledge of new

concepts and approaches. It should be possible for civil society organisations to collaborate more with UNDP and help to generate innovative and bold proposals.

**Recommendation 4: Integrate inclusive approaches (to reach disadvantaged, disabled or vulnerable people) in the planning of all activities. Furthermore, the Country Office and partners need to strengthen their capacity to integrate a gender perspective in all phases of forthcoming projects, including in their terms of reference (ToRs).**

This means systematically promoting the universal values embodied by UNDP which, to date, have not been routinely or adequately integrated into UNDP's work in Algeria. Gender needs to be truly institutionalised within the Country Office, involving programme staff. New mechanisms should be created to ensure gender-sensitive programming, including a competent gender working group, and drawing on external expertise according to identified needs.

**Recommendation 5: Strengthen the sustainability of UNDP's results by systematically preparing exit plans and takeover or scale-up strategies, identifying alternative sources of funding from other donors or the Algerian Government.**

Projects must systematically include an exit or scale-up strategy, where pilot initiatives are successful. This will require research into alternative funding sources (from other donors prepared to take over, or from the Algerian Government) *before* the end of the project, so that continuity is assured through inclusion in the budgets of relevant institutions.

## **RECOMMENDATIONS AT THE OPERATIONAL LEVEL**

**Recommendation 6: Close old projects more quickly and develop and implement new activities aligned to the new Country Office strategy.**



A number of projects conceived over the 2002–2006 programming cycle still appear in Atlas<sup>2</sup> either because they are ongoing or because they have not been closed operationally. This adds to the work of programme managers, while no longer fully corresponding to priorities. It is time to develop new activities within the framework of the renewed leadership of the United Nations, and carry out an audit to establish a better balance of skills and positions within the Country Office. This will enable UNDP to better meet new demands such as, for example, the application of results-based management, the mainstreaming of gender and innovations in governance.

**Recommendation 7: Strengthen the national appropriation of activities by more carefully defining the needs of stakeholders and implementing the National Execution of projects.**

To increase national appropriation, efforts must be made by the national partner, in collaboration with the Country Office, to develop a more participatory approach at all levels of decision-making (strategic and operational), ensuring better identification of contexts and activities.

Appropriation will further be improved with a true application of the National Execution (NEX) modality, as requested on a number of occasions by national authorities. This requires projects to be implemented under the responsibility of the national party, with designated national project directors (NPDs). As this is based on results-based management and ex-post rather than ex-ante monitoring, it reduces administrative complexity. Indicators used to monitor results must be gender-sensitive and identified with stakeholders.

It should be noted that the Country Office has made efforts with the MAE, and these need to be followed-up and intensified in order to build

capacity for using NEX with all national public sector players, civil society and the private sector.

**Recommendation 8: Ensure greater visibility of the results achieved by UNDP activities, including a budget line for communication in each project. The communication efforts adopted by the new Country Office management team must continue, to publicize results and also to help to identify synergies with partners in future programming.**

The majority of people interviewed mentioned a lack of communication by the Country Office, and this must be remedied in order to increase its credibility and image capital. In general, communication strategies or plans have been drawn up but very few have been implemented. Projects suffer from this lack of communication and the subsequent lack of visibility. The efforts made by the new Country Office management team to improve communications must continue.

**Recommendation 9: Results-Based Management should be institutionalised further within the Country Office and partner institutions.**

Whether at the Country Office or project team level, monitoring of results suffers from a lack of skills in the concepts and tools of RBM. It is essential that this recommendation, which was already highlighted in 2010 during the mid-term review (MTR) of the country programme<sup>3</sup>, is applied as efficiently and quickly as possible.

**Recommendation 10: Improve operations within the Country Office in order to lessen the impact of bureaucracy and reduce response times for recruitment, payments, preparing terms of reference, etc.**

At the operations level, the Country Office should revise/ put in place an internal monitoring

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2 ATLAS is the UNDP enterprise resource planning system.

3 MTR 2010: Recommendation no. 4: “*The principles and the tools of results-based management must be systematically applied in full to each of the projects and to the programme as a whole.*”

framework as a monitoring and decision making tool for the management committee, programme managers and the entire Country Office. As a minimum this should include a clear system of delegated authorities, standardised and systematic operation procedures and the monthly preparation of a log book. In addition, information and awareness-raising actions should be carried out

to ensure that the UNDP's operational procedures are understood and respected – both internally and by relevant operational partners – in order to overcome cumbersome administrative procedures and subsequent delays in execution. Monitoring must be strengthened by the systematic use of the log book put in place by the operations department.

## Chapter 1

# INTRODUCTION

An Assessment of Development Results (ADR) is an independent assessment of a UNDP programme organized by the UNDP Independent Evaluation Office in New York. The aim of an ADR is to assess the role of UNDP activities and their contribution to a country's development results, and also to assess the UNDP's positioning in the country.

In December 2007, UNDP Algeria was subject to a terrorist attack that had a devastating effect on the Office staff and, as a result, on the implementation of its projects and programmes. For at least eighteen months after the attack, very few of the programme activities were able to continue as normal. The events of 2007 also affected the Office's institutional memory, with many documents damaged or lost, making it difficult to obtain information on the country's previous programme cycles.

In principle, an ADR should assess two country programme cycles: the current cycle and the previous one. For the reasons mentioned above, it was agreed that the ADR for Algeria would focus on the previous five years' work, from 2009 to 2013; that is, the first two years of the current programme (2012-2014) and the last three years of the previous 2007-2011 cycle. The assessment team tried to ensure that projects begun in previous cycles and still ongoing during the current cycle were assessed wherever possible. This is because a large number of new projects were designed on the basis of results achieved and lessons learned from past experience.

With the arrival of a new UNDP Country Office management team at the start of 2013, and after a staff retreat in April of that year, greater effort was put into public relations and there were encouraging signs that changes would be implemented.

On the basis of the information gathered and the conclusions drawn, this assessment makes a number of strategic and operational recommendations to the UNDP Country Office. We hope that these recommendations will allow it, over the course of 2014, to prepare the next programming cycle, which begins in 2015.

### 1.1 SCOPE OF THE EVALUATION

The performance and strategic positioning of UNDP in Algeria were assessed from two angles. Firstly, an analysis was made of programme activities in the four main areas for action chosen by the Country Office from 2009, which are:

1. Human, economic and social development with a view to reducing poverty;
2. The environment, energy and sustainable development;
3. Governance; and
4. Gender mainstreaming.

Performance was assessed using the following criteria:

- **Relevance** of UNDP activities to existing development needs as reflected in national priorities and the views of the local population;
- **Effectiveness** of UNDP activities in terms of achieving expected goals and their effect on beneficiaries;
- **Efficiency** of UNDP activities in terms of rational use of human and financial resources given the results achieved; and
- **Sustainability** of results once UNDP support has ended, and whether they can be scaled up.

The ADR then assessed UNDP's strategic positioning in Algeria on the basis of its comparative advantages and the specific strategies it used to support the country's efforts towards development.

The period assessed followed the terrorist attack on the UN headquarters in Algeria. The ADR took into account the effect of the attack on the Country Office (staff losses and physical damage) and on its relations in the country. However, the ADR has tried to focus on the results achieved by the Country Office and what could have been done better.

The analysis is based on the organization's mandate and the country's development priorities. This involved carrying out systematic analyses of the context and social, political and economic priorities on which action was taken, including cross-cutting issues such as gender, human rights, results-based management and capacity building. In addition, the effects of UNDP's perceived neutrality and impartiality were examined, as these are generally one of UNDP's strengths.

## **1.2 EVALUATION PROCESS AND APPROACH**

The evaluation looked at UNDP activities in Algeria and the implementation of its programme to support the Algerian authorities' efforts in the fields of democratic governance and human rights, economic and social development, protection of the environment and gender. It focused on UNDP's responsibility in relation to a series of outcomes set out in the programme documents (notably the Country Programme Document (CPD), the Country Programme Action Plan (CPAP) and the Strategic Cooperation Framework (SCF)), and UNDP's performance in achieving these outcomes. In Algeria, the outcomes formulated in the CPAP are managed under four programme areas, according to the current organization of the Office (see chapter 3).

The methodology of the ADR was designed in accordance with the 2010 ADR manual and the

2007 ethical guidelines for evaluation compiled by the United Nations Evaluation Group (UNEG). After a preparatory mission carried out by the IEO from 23 to 27 June 2013, a preliminary report and terms of reference were produced (see Annex I: ADR Terms of Reference). Amongst other things, these documents set out a detailed method to be followed including an assessment matrix listing the key issues to be examined.

The assessment was carried out by an independent team made up of one evaluation manager and an assistant from the UNDP Independent Evaluation Office (IEO) in New York, a specialist regional consultant focusing mainly on environmental issues, a national consultant focusing on gender issues and a national consultant concentrating on sustainable human, economic and social development. A member of the UNDP IEO in New York helped the team gather relevant data and documents for the assessment.

The assessments are based on the conclusions of available evaluation reports for completed and evaluated projects, and on verifications made during interviews and visits in the field during the ADR mission. Triangulation was applied to all assumptions. The data, results and preliminary conclusions were verified using a variety of sources, or by applying several data-gathering methods, before being included in this report.

In October 2013, at the time of the field mission, the Algeria Country Office had a portfolio of around fifty projects, including recently completed projects, ongoing projects and projects due for closure. Several of these projects had begun before the period under assessment, and many of the projects preceded or constituted the first phase of ongoing projects. It was sometimes difficult to link projects to one specific result as they were relevant to more than one result (for example, projects dealing with governance and gender), or had been allocated to different themes in different cycles.

The sample chosen for assessment contains twenty-two projects, if projects spread over

several stages are grouped together (see Annex 4: Sample – list of projects). Three projects focused on governance, three on gender, ten dealt with poverty reduction and human, economic and social development and six focused on the protection of the environment. The criteria for selection of projects were:

- **Thematic areas** – the 22 selected projects correspond to the various thematic areas identified in the country programme.
- **Size of the budget** – two projects (one on the environment and the other on landmine action) have budgets of over US\$3.5 million; six have budgets of between one and two million dollars; and 14 have a budget of less than one million dollars.
- **Geographical coverage** – the chosen projects covered either the whole territory of the country or were implemented in one or several specific regions, with many of them implemented only in Algiers.
- **Maturity** (ongoing and completed projects).
- **Cycles covered** (2007-2011; 2012-2014, projects begun before 2007 and still ongoing) – emphasis was placed on ongoing programmes and projects but the sample also includes programmes and projects consisting of more than one phase that were implemented over a number of programming cycles.

The assessment also took into account the conclusions, lessons learned and recommendations arising out of the nine final project assessments carried out before the ADR began (which were updated), and of the initial results of the ongoing

assessment of the “*Ksour Route*” project. The interim UNDP country programme review carried out in 2010 was of great help. However, the evaluation team were not able to draw on impact assessments as none have been carried out to date. A table summarizing the projects sampled can be found in Annex 4: Sample – list of projects.

Information was gathered in Algeria between 19 October and 7 November 2013, and the primary data collection process continued for some days afterwards through national experts who collected missing data and information for additional verification. Before leaving the country, the ADR team fed back their preliminary comments and analysis at a meeting that took place on 6 November 2013 at the Country Office premises.

The assessment team visited projects in the *wilayas* (regions) of *Djelfa* (south of Algiers), *Skikda* (east of Algiers), *Sidi Bel Abbes* and *Tipaza* (west of Algiers). The team was not able to visit the far south of Algeria due to administrative delays in obtaining the necessary permits for travel. However, they did have access to relatively recent project assessment documents for *Charouine*, *Ksour Route* and *Tassili-Ahaggar*. Furthermore, a national member of the assessment team had been the principal assessor for one of the projects chosen in the first two of these regions.

Meetings were held with six sets of stakeholders during the initial data-gathering process (see Annex 6: People consulted). These included:

**Table 1. Sample projects by theme and available documentation**

No.	Components	No. of projects targeted	No. of project assessments
1.	Governance	3	1
2.	Gender	3	1
3.	Economic and Social Development	10	4 (+1 ongoing)
4.	Environment	6	3
	<b>TOTAL</b>	<b>22</b>	<b>9 (10)</b>



- i. Representatives of Algerian ministries and institutions, including National Project Directors (NPDs);
- ii. Local authority representatives (*wilayas*);
- iii. Members of civil society organizations;
- iv. Development partners;
- v. Agencies belonging to the United Nations System; and
- vi. Some direct beneficiaries.

Two types of interview were used: semi-structured individual interviews and group interviews with partners, beneficiaries at project sites and ministry staff. A standard questionnaire was used as a basis for the interviews. This was amended and questions on gender added for the desk review and field research. Numerous discussions among the consultants and with the Country Office and partners helped to bring the information into line. To gather information on regions that could not be visited, the evaluation team used other means, including document review, telephone interviews and meetings with resource persons working in the region based in or visiting Algiers during the mission.

Additional information was gathered from various sources, found in the documents reviewed (see Annex 5: Documents consulted). This included:

- UNDP guidance on methodology;
- Strategic UNDP/ United Nations development documents (UNDAF, SCF, CPD, CPAP);
- Algerian strategy documents;
- Assessment reports and documents for the sample projects;
- Assessment reports from the UNDP Results-Oriented Annual Report (ROAR), UNDP Algeria Mid-Term Review;
- Other UNDP and Algerian documents on development and assistance.

### 1.3 ASSESSABILITY AND SHORTCOMINGS

The preparatory mission that took place in June 2013 gauged the extent to which the UNDP Algeria country programme could be assessed. The conclusion was reached that, overall, the quality and variety of available sources of information were sufficient to carry out an assessment like the ADR and that any shortcomings and difficulties likely to be encountered could be overcome. Since an ADR is a qualitative exercise, emphasis is placed not on the UNDP's activities themselves but rather on the impact they have on the country, with a view to gauging their contribution to its development.

The initial data-gathering exercise carried out by the IEO in New York and the Country Office in Algeria provided the assessment team with sufficient documentation for the desk-based assessment. This was supplemented with a wide range of documents collected from the various interviews. The support of the MAE and UNDP project and administrative staff facilitated the organisation of field visits, interviews and meetings in good time. The mission also benefited greatly from the local networks and knowledge of the national consultants on the team.

The assessment mission encountered a number of constraints and challenges in the information gathering process, such as:

- Delays in obtaining appointments;
- The time needed for each journey (especially due to heavy traffic in Algiers);
- Lack of availability of some potential interviewees;
- The absence of documents destroyed during the terrorist attack;
- The substantial time required to obtain the necessary permits to visit the *Grand Sud* region, as a result of which some team members were not able to go into the field;

- The quality of reports, which focused on the completion of activities and outputs rather than on progress and impact.

However, ways were found to overcome these obstacles. Ultimately, the two main constraints encountered were the difficulty in reaching the beneficiaries of operational projects and the time required to meet certain key people, which led to interviews being postponed several times, thus making it more difficult to arrange group meetings. To remedy this, most people were seen individually and some of them became very involved and worked hard for the ADR, which meant that the quality of the assessment was not adversely affected.

Where necessary, interviews with key people were followed up by telephone and e-mail. Final project assessment reports were used to compensate for the lack of field visits, including one for a large project carried out in the *Grand Sud* region.

In other instances, primary data was compared with and supplemented the content of reports. National consultants were able to gather data on the ground on behalf of the team. Finally, the assistance of UNDP programme managers was essential to gather the necessary data.

## 1.4 THE ASSESSMENT REPORT

This assessment report contains: An executive summary; An introduction presenting the context and the methodology of the assessment (Chapter 1); A description of the national context and the development challenges in Algeria (Chapter 2); A review of UNDP responses to this situation (Chapter 3); A description of the results observed in terms of contributions to the country's development (Chapter 4); An analysis of the UNDP's operating framework and positioning (Chapter 5); and Conclusions and recommendations (Chapter 6).





## Chapter 2

# NATIONAL CONTEXT AND DEVELOPMENT CHALLENGES

### 2.1 OVERVIEW OF ALGERIA

Algeria is the largest country in Africa and tenth largest in the world, with a surface area of 2,381,741 square kilometres covering Mediterranean landscapes, vast semi-arid high plains and the wide open spaces of the Sahara. In 2013, the population stood at 37.7 million, 80% of whom live in the north of the country on 4.3% of the territory, and 22% of whom are young people (15-24 years of age). Its large, young and growing (+1.35% a year) population, along with oil and gas resources and a gross domestic product (GDP) of US\$161 billion in 2010, make Algeria a middle-income country and the second largest economy in the Middle East and North Africa (MENA) region after Egypt. Its per capita GDP (more than \$7,000 in 2011) is one of the highest in the MENA countries. However the contribution of the private sector to GDP remains low.

Algerians fought a long war for independence from 1954 to 1962. After obtaining independence on 5 July 1962, the *Front de Libération Nationale*

was the only political party to hold power, dominating the political landscape until the end of the 1980s. A review of the Constitution in 1989 opened the political landscape and allowed for the creation of multiple parties. The struggle against colonialism remains a foundation stone of Algerian political identity. After the 'dark decade' of the 1990s, which was marked by political instability and economic stagnation, the country began to recover its stability towards the end of the 1990s and the standard of living improved significantly. As a result of national reconciliation and recovering oil prices, the State began to invest in infrastructure, housing, social development and health and to put in place market-based reforms aimed at opening the country up to the outside world. Though a certain degree of insecurity remains, due to cross-border and international terrorism, a state of emergency declared in 1992 was lifted in February 2011 and a vast programme of institutional, political and socio-economic reforms has been launched. The main facts and figures on Algeria's geography and population are shown in Table 2.

**Table 2. Country and population indicators**

Main indicators	Figures
Population	37.9 M
Surface area	2,381,741 square kilometres
Climate	Temperate along the coasts, hot and dry in the south
Major cities	Greater Algiers: 4,825 M; Oran: 1,150 M Constantine: 810 M; Annaba: 580 M
Main ethnic group	Arab-Berber 99%, European <1%
Main languages	Arabic, French, Berber
Religion	Islam

(continued)

(continued)

<b>Table 2. Country and population indicators</b>	
<b>Main indicators</b>	<b>Figures</b>
Percentage of the population under 15 years of age	26.8
Percentage of the population between 15 and 64 years of age	68.6
Percentage of the population over 65 years of age	4.6
Annual percentage growth rate for the urban population	2.6
Annual percentage growth rate for the population as a whole	1.35 <sup>4</sup>
Population density – number of inhabitants per square km	14.9
Crude birth rate – per 1000 people	19.8
Child mortality rate – per 1000 live births	22.6
Child mortality rate <5 years old – per 1000 live births	26.1
Maternal mortality rate per 100,000 live births (2011)	66.95 <sup>5</sup>
Fertility rate – births per woman	2.1
Life expectancy at birth – years	73.1

Sources: *National Office of Statistics (Algeria)* (2013); *Ministry of Health, Population and Hospital Reform (Algeria)* (2012); *World Development Indicators* (2011); *BBC* (2013); *CIA Factbook* (2013).

The prevailing economic context in Algeria since the end of the 1990s has been positive, with the country maintaining respectable levels of growth. Continuous increases in income from oil and gas have encouraged high levels of investment and steadily rising wages. The country has also made advance repayments and paid back most of its external, government and multilateral debts. The macro-economic situation remains stable due to high world oil and gas prices. Despite policies to support employment for young people, youth unemployment remains high<sup>6</sup> despite a consistent fall in overall unemployment figures in recent years (around 9.8%). Equally, despite policies to increase the housing supply and provide food subsidies, the question of housing and

high food prices<sup>7</sup> remain important concerns for the Government.

Oil and gas exports represent around 40% of state income<sup>8</sup>, 26% of GDP and 98% of export income. The global crisis of 2008-2009 affected Algeria primarily due to the drop in oil prices, which reduced the flow of income into the country and government receipts. Algeria is the fourth largest crude oil producer in Africa and the sixth largest natural gas producer in the world. Sonatrach is the largest African hydrocarbons firm and one of the largest hydrocarbon exporters. The rapid rise in income from oil and gas in recent years allowed the State to fund ambitious public investment programmes which have, to a significant extent,

4 The annual population growth rate stood at 1.9 % in 2013 according to the World Bank: <http://data.worldbank.org/>

5 The maternal mortality rate was 89.0 deaths per 100 000 births in 2013, according to UN modelling.

6 According to a recent ILO report (May 2013) the unemployment rate for young people with post-secondary education stood at 21.4%, notably due to an imbalance in supply and demand for skills.

7 Other than for basic foodstuffs which continue to be subsidised by the authorities and remain affordable.

8 <http://www.mf.gov.dz/article/48/Zoom-sur-les-Chiffres-/143/Solde-global-du-Tr%C3%A9sor.html>

been responsible for sustained growth in the non-oil economy (services, construction, energy, water). The State has recently begun to put in place a series of economic policies intended to reduce the country's dependence on imports and to support the local economy.

Algeria is a People's Democratic Republic. In terms of governance, a process of political liberalization has been set in motion including the drafting of a revised Constitution in 1989, separating the executive, legislative and judiciary powers. The new Constitution brought in political pluralism and liberalized the press and the economy, putting Algeria ahead of other countries in the region in terms of its ability to introduce new governance methods.

A further review of the Constitution in 1996 changed Algeria's institutional landscape by establishing a two-chamber parliament made up of the National People's Assembly, elected by direct universal suffrage, and the Council of the Nation, two thirds of whose members are elected by indirect universal suffrage and a third appointed by the President from respected figures in science, culture, professional expertise, the economy and society. The most recent changes to the Constitution, introduced in 2008, further developed the political pluralism which began with the Constitution of 1989. In January 2012 a new law on political parties was added to the instruments, which governs the establishment of political parties and their relationship with the authorities, transparency in the management of their funding and disputes likely to arise between the authorities and an approved political party.<sup>9</sup>

A new article was introduced stating that "the State shall work to promote the political rights of women by improving women's opportunities to access representation on elected assemblies and implementing provisions for this article shall be set out in an organic law". In 2012, a law laying down the principle of the use of quotas for all lists of candidates for parliamentary and local elections was promulgated. The new rules were applied for the May 2012 parliamentary elections and, as a result, large numbers of women entered the National People's Assembly. Almost 31% of members of parliament are now women (compared to below 8% previously), making Algeria one of the 30 countries which have achieved, and indeed surpassed, the 30% target recommended in the Beijing Platform for Action and in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). At local level, the proportion of women elected to local assemblies has jumped from 1% to 18%.

## **2.2 PROGRESS TOWARDS MEETING THE MILLENNIUM DEVELOPMENT GOALS<sup>10</sup>**

Algeria has achieved a number of Millennium Development Goals (MDGs) before the deadline of 2015, notably with regards to poverty reduction, education for all and gender equality. Social indicators have been improving since independence (see table 3 below) thanks to rising incomes and public investment in education and health. Progress continues to be made on health and HIV/AIDS indicators.<sup>11</sup>

Algeria is among ten countries in the world with the fastest rising Human Development Index

9 United Nations, 'Rapport national présenté conformément au paragraphe 5 de l'annexe à la résolution 16/21 du Conseil des Droits de l'Homme, A/HRC/WG.6/13/DZA/1, Geneva, April 2012, paragraph 118.

10 This section is based on data available from official sources. Most of the data, including the United Nations indicators, are based on official national statistics from government measurements and databases like those at the Office for National Statistics (ONS): ([www.ons.dz/IMG/pdf/Donnees\\_Stat\\_Emploi\\_2013.pdf](http://www.ons.dz/IMG/pdf/Donnees_Stat_Emploi_2013.pdf)), public finances: [www.mf.gov.dz/rubriques/48/Zoom-sur-les-Chiffres-.html](http://www.mf.gov.dz/rubriques/48/Zoom-sur-les-Chiffres-.html) and the economy: [www.ons.dz/-Statistiques-Economique-.html](http://www.ons.dz/-Statistiques-Economique-.html). Other sources of information, such as the world media and think tanks, are available and easily accessible online. However, they have not been used in this report.

11 Algeria is one of the countries with low epidemiological profiles and HIV prevalence is of the order of 0.1%.

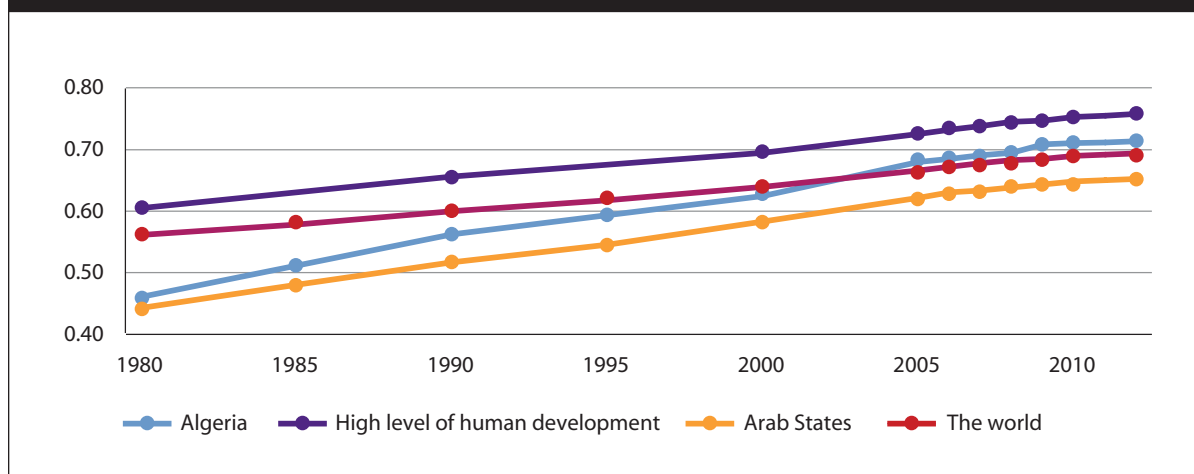
(HDI). According to the UNDP report for 2013, Algeria is ranked 93rd out of 182 countries and its HDI is 0.713, which is well above the average for Arab countries (See Figure 1, HDI changes in the international context, and Figure 2, trends in per capita gross national income and life expectancy at birth trends from 1980-2012).

This information is taken from the second report on the contribution of the Millennium Develop-

ment Goals to Algeria's development. Table 3 provides the data available for each indicator by year.

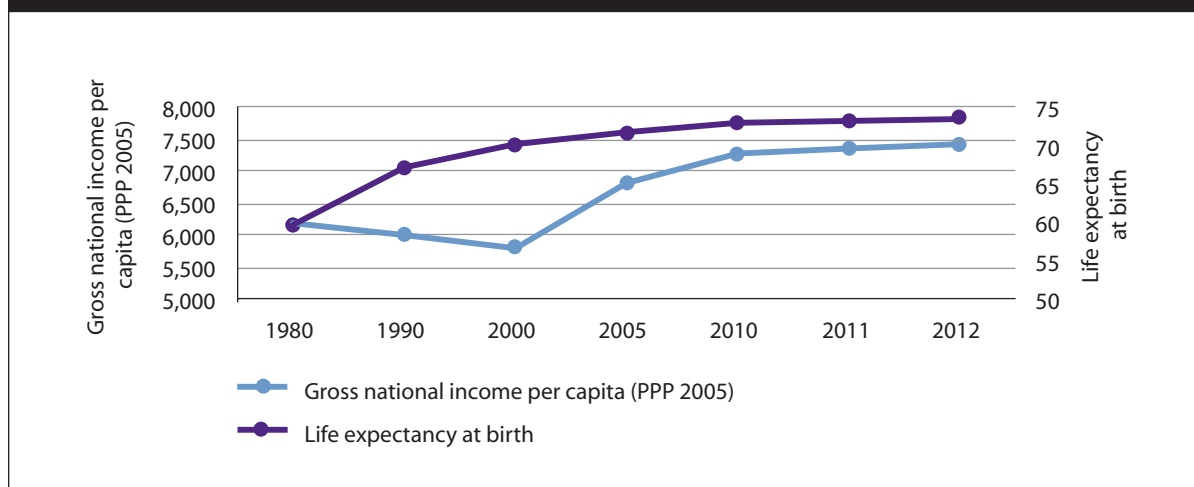
Although Algeria has made clear progress towards gender equality in many areas, it is still lagging behind other middle-income countries in terms of economic and political power for women. In 2013, a Gender Inequality Index (GII) rating of 0.425 ranked Algeria 81st out of 152 countries. Furthermore, the percentage of

**Figure 1. Algeria's HDI trends in context (1980-2012)<sup>12</sup>**



Source: UNDP, Human Development Index (2013)

**Figure 2. Per capita gross national income, life expectancy at birth trends (1980-2012)<sup>13</sup>**



Source: UNDP, Human Development Index (2012)

12 UNDP, 'International Human Development Indicators, Country Profile for Algeria', online (last accessed 11 December 2013): <http://hdrstats.undp.org/en/countries/profiles/DZA.html>.

13 Ibid.

<b>Table 3. Selected MDG results<sup>14</sup></b>					
	<b>1990</b>	<b>1995</b>	<b>2000</b>	<b>2005</b>	<b>2011</b>
<b>MDG 1: Eradicate extreme poverty and hunger</b>					
Proportion of the population earning US\$1.25 per day (PPP) (%)	8	7	..	..	..
Poverty gap ratio at \$1.25 per day (PPP) (%)	1	1	..	..	..
GDP per person in employment (constant 1990 US\$ PPP)	10,529	8,353	7,842	8,374	8,374
Share of income going to poorest quintile 20% (%)	7	7	..	..	..
Prevalence of children below 5 years of age underweight (%)	9	11	5	4	..
Insecure jobs, total (% total jobs)	..	..	31	34	..
Employment-to-population ratio, 15 years old +, total (%)	34	32	31	37	38
Employment-to-population ratio, 15-24 years old, total (%)	21	20	18	23	21
<b>MDG 2: Achieve universal primary education</b>					
Net primary enrolment rate (% of primary age children, girls)*	82.7	..	..	..	96.4^
Net primary enrolment rate (% of primary age children, boys)*	94.6	..	..	..	98.2^
Adjusted net primary enrolment rate (% of primary age children)	88	89	93	97	98
Literacy rates among young women (% of women aged 15-24)	..	..	86	89	..
Literacy rates among young men (% of men aged 15-24)	..	..	94	94	..
Number repeating the last grade of primary school, total (% of cohort)	76	84	95	92	95
Completion rate for primary education, total (% of the relevant age group)	81	80	82	94	94
<b>MDG 3: Promote gender equality and empower women</b>					
Proportion of seats in the national parliament occupied by women (%)	2	3	3	6	31.6#
Ratio of girls to boys in primary education (%)	84	89	92	93	94
Ratio of girls to boys in secondary education (%)	77	89	105	108	102
Ratio of girls to boys in higher education (%)	..	..	..	128	146
<b>MDG 4: Reduce the under-five child mortality rate</b>					
Proportion of children vaccinated against measles (% of children between 12 and 23 months old)	83	89	80	83	95
Infant mortality rate (per 1000 live births)	42	37	30	23	17.2#
Mortality rate – children under five years old (per 1000 live births)	49.7	43.5	34.7	26.3	20#

(continued)

14 World Bank, World Databank, Millennium Development Goals (2013); Indicators 2011; # as 2012; ^ on 2010.

(continued)

<b>Table 3. Selected MDG results</b>					
	1990	1995	2000	2005	2011
<b>MDG 5: Improve maternal health</b>					
Fertility rate among teenagers (births per 1000 women, 15-19 years of age)	..	12	10	8	6
Births attended by trained health personnel (% of total)	77	..	93	95	..
Prevalence of contraception (% of women aged 15-49)	51	57	64	61	..
Maternal mortality rate (modelled, per 100,000 live births) <sup>15</sup>	220	180	140	110	73.9
Pregnant women receiving antenatal care (%)	58	..	79	89	..
<b>MDG 6: Combat HIV/AIDS, malaria and other diseases</b>					
Incidence of tuberculosis (per 100,000 people)	66	68	87	93	90
Detection rate for tuberculosis cases (% of all forms)	70	70	70	70	67
<b>MDG 7: Ensure environmental sustainability</b>					
CO2 emissions (kg per US\$ PPP of GDP)	1	1	1	0	0
CO2 emissions (metric tons per inhabitant)	3	3	3	3	3
Surface area under forest (% of the territory)	0.7	..	0.7	0.6	0.6
Improved sanitation facilities (% of the population with access)	88	90	92	94	95
Improved sources of water (% of the population with access) <sup>16</sup>	94	93	89	85	83
Protected marine areas (% of territorial waters)	0	0	0	0	0
Net official development aid received per inhabitant (current US\$)	13	10	7	11	6
<b>MDG 8: Develop a global partnership for development</b>					
Internet users (per 100 people)	0.0	0.0	0.5	5.8	15.2#
Mobile phone subscriptions (per 100 people)	0	0	0	42	103.3#
Telephone lines (per 100 people)	3	4	6	8	8.8#

women in the workplace is 37.2% compared to 79.6% of men. However, following the changes made to the Constitution in 2008 (article 31 bis) and organic law No. 12-03, of 12 January 2012, the proportion of women elected to the National People's Assembly rose from 8 to 31.6%.

The aspect of MDG3<sup>17</sup> (empowerment of women) relating to the proportion of female employees in the non-agricultural sector has not

yet been achieved. The five-year plan states that: "although the proportion of women in employment remains low ... (the country guarantees) absolute equality between men and women in all rules relating to the workplace, including as regards wages". Although the Constitution guarantees equality between the sexes (with Articles 29 and 31 enshrining the equality of all citizens before the law without discrimination due to gender and requiring institutions to ensure that

15 Maternal mortality rate stands at 89.0 deaths per 100 000 births in 2013, according to UN modelling.

16 84% in 2012 according to UN modelling: <http://mdgs.un.org/>

17 The three indicators related to gender equality are: ratio of girls to boys in primary, secondary and higher education; proportion of workers in the non-agricultural sector who are women; and proportion of seats in the national parliament occupied by women.



this equality is effective), the *de jure* and *de facto* progress made in terms of equality must be continued in order to further strengthen the effectiveness of women's human rights.

There are a large number of associations in Algeria, many of which focus on women's issues, which have been successful in raising public awareness and getting the government and the legislature to take action on a variety of issues. Both local and national associations improve the quality of responses to women's needs. They often take part in government strategies and are involved in advocacy and lobbying to resolve sensitive issues which particularly affect women, including violence and access to the job market.<sup>18</sup>

In September 2011, 72.2% of the population was estimated to be of working-age (over 15 years of age). Participation in the labour force for those aged 15 or over (the economic activity rate) was at 40%: 65.3% for men and 14.2% for women.<sup>19</sup> Unemployment fell from 29% in 2000 to 15.3% in 2005 and 10% in 2011 (10.6% in urban areas and 8.7% in rural areas with a predominance of female unemployment: 16.3%<sup>20</sup>). However, unemployment among women and young people remains high. The unemployment rate for young people (9.8% nationally in 2013, down consistently in recent years) is three times the rate for adults<sup>21</sup>. The skills mismatch between the available job opportunities and workers is a source of dissatisfaction both to employers and job seekers, particularly young people with qualifications<sup>22</sup>.

The Algerian education system has made great progress in recent years. Expenditure on education is relatively high, at 6% of GDP over the last decade, though the quality and correspondence to the needs of the jobs market still need to be improved. Most people receive primary education and enrolment rates in secondary and higher education have also increased. The enrolment rate for six-year-olds rose from 43% in 1996 to 93% in 1999 and to almost 98% in 2009. In primary education, girls make up 47% of pupils aged between six and twelve. The same trend can be observed at middle-school level (48.7% girls) and in secondary schools there are 146 girls for every 100 boys<sup>23</sup>. However, the highest levels of illiteracy (41.3%) are found amongst rural women, with the national rate for women at 28.3%<sup>24</sup>.

Virtually the entire population now has access to sanitation. The maternal mortality rate is 66.9 deaths per 100,000 live births<sup>25</sup>. Social protection programmes are a key component of Algeria's strategy for fighting poverty and protecting vulnerable groups<sup>26</sup>. Child mortality has fallen considerably since the 1970s. It reached 46.8 per thousand in 1990 and 17 per thousand in 2013. Access to clean drinking water is almost universal and 95% of the population have protected water sources available to them.

As a result of these advances, Algeria was able to reduce its Human Poverty Index score from 18.95 in 2006 to 17.16 in 2008. Using the headline as a yardstick, the general poverty rate has fallen

18 The women's committee of the UGTA trades union played an important role in having sexual harassment included in the criminal code.

19 Office for National Statistics (ONS). Enquête Emploi auprès des Ménages 2011. Collections Statistiques N° 173. July 2012.

20 [www.ons.dz/IMG/pdf/Donnees\\_Stat\\_Emploi\\_2013.pdf](http://www.ons.dz/IMG/pdf/Donnees_Stat_Emploi_2013.pdf)

21 ONS. Enquête Emploi auprès des Ménages 2011. Collections Statistiques N° 173. July 2012.

22 Young people are primarily affected by unemployment. Over 32% of unemployed people belong to this category and the unemployment rate amongst young people in 2010 was 21% (17.2% men, 39.5% women), in comparison to the 10% national average. This makes young people more vulnerable to other risks (drugs, violence, etc.), making addressing their problems a national priority. (CPAP 2012-2014).

23 GGI (Gender Gap Index) 2012 report.

24 Source: ONS. 2011.

25 Source : Ministry of Health. The national estimate for mortality is 89.0 deaths for 100 000 births in 2013, according to UN modelling : <http://mdgs.un.org/>.

26 Source: Terms of Reference, ADR Algeria.

from the high levels observed in the 1990s<sup>27</sup>. It fell from 14.1% in 1995 to 12.1% in 2000 and reached 5% in 2008 (meaning that the goal was achieved before the 2015 target) and should go on falling with rising income and employment levels. However, poverty is greatest in rural areas, the mountainous regions in the north (the High Plateaux) and the southern Algerian Sahara.

### 2.3 CHALLENGES AND CONSTRAINTS TO NATIONAL DEVELOPMENT

Like other countries in the region, Algeria faces many challenges, such as the need to create jobs and generate income for a population which is increasingly well educated. Like other oil-producing countries, it also needs to diversify its economy, particularly in terms of exports other than hydrocarbons. However, the country's economic prospects remain closely linked to developments in oil and gas prices, to increases in the production of hydrocarbons and estimates of oil and gas reserves. Algeria has high extraction rates and relatively small reserves in comparison to other oil-rich countries<sup>28</sup> and therefore urgently needs to diversify its economy and prepare for the 'post-oil' period. So far, the various policies applied have not been successful in triggering a process of export diversification and private sector growth in competitive new sectors.

Algeria has always been an active player in regional issues. Its domestic stability has allowed the country to return to the international stage and lead regional initiatives to strengthen economic integration in the Maghreb and Sub-Saharan Africa. It is a member of the United Nations and the Arab League and a founding member of the African Union, the Union of the Arab Maghreb and the Organization of Petroleum Exporting Countries (OPEC). Algeria is one of the five founding nations of the New Partnership for Africa's Development (NEPAD) and it plays an active role in the African Union on

economic and political issues. Its strategic location between Europe and Africa and its political stance as a partner for peace and security make it a key partner for the European Union. The association agreement signed with the European Union in 2005 illustrates Algeria's strategic importance to Europe, based on close historical and cultural ties, its energy resources and its role as an important ally for international security.

Algeria has significant potential arising from its natural resources. These are spread over three geographical areas:

1. The *Tell Atlas* in the north, which covers 4% of the country's surface area and is made up of a coastal strip between 80 and 190 km deep and the Tell Mountains. It is highly prized for its humid Mediterranean climate (over 400 mm/year of rainfall), the fertility of its soil and other geo-strategic advantages. It is densely populated and industrialized, which threatens not only its resources but also the environmental balance. As such it is the most densely populated and most vulnerable part of the country;
2. The *High Plateaux* accounts for 9% of the country's surface area and covers between 80 and 350 km from north to south. The climate in this region tends towards the semi-arid and rainfall is between 100 and 400 mm per year. The soil is generally poor and cereal yields are low. A large part of the High Plateaux area consists of steppe-like plains and an agricultural-pastoral way of life prevails there. Drought, soil degradation and damage caused by land clearances and overgrazing threaten the entire steppe area and the desert is gaining ground;
3. The *Sahara* is an arid area where annual rainfall is generally below 100 mm but where the landscape of dunes and oases are an advantage from the point of view of

<sup>27</sup> Source: National MDG report 2010.

<sup>28</sup> Crude oil and natural gas reserves are expected to last 16.7 and 52 years respectively.



cultural and nature-related tourism. Not only is the climate permanently dry, the soil is highly saline and temperatures are high, with extreme variations between day and night and from one season to another. As a result of population growth, the spread of urban areas, drought and soil degradation, utilized agricultural land per inhabitant is falling. It dropped from 0.75 hectares per inhabitant in 1962 to 0.25 hectares per inhabitant in 2000. Various measures implemented in recent years, including recovery of land in the south, have not significantly improved this figure.

The country is undergoing desertification and suffers from a chronic shortage of water due to recurring drought. Water resources are vulnerable because they are strongly linked to rainfall, unevenly distributed and would not meet the needs of the population, farming and industry without the efforts of the Algerian Government to construct new dams and desalination plants. With its potentially usable 16.5 billion cubic metres of water resources (including surface and ground water in both north and south), Algeria has a ratio of only 600 cubic metres of water per year per inhabitant, which is below the water scarcity threshold (1000 m<sup>3</sup>/year/inhabitant).

The various possible climate scenarios for Algeria predict a substantial increase in temperatures in 2020 with significant reduction in precipitation and increased levels of evaporation, leading to greater water scarcity and making the population more vulnerable to health risks. Groundwater reserves in the main water tables in the north of the country will be further depleted<sup>29</sup>, those in the semi-arid regions will become increasingly mineralized, and in coastal areas falling water pressure will lead to saltwater intrusion into freshwater reserves. Large-scale programmes addressing this issue have been in place since 2001, including the construction of seawater desalination plants, building of new dams, the re-use of treated wastewater in farming which consumes up to 65% of

the country's water resources), halving leakages from the water distribution system (from the current figure of over 40% to 20%), optimizing water management and distribution and gradual development of pricing reflecting the real cost of water.

Algeria has a vast and diverse cultural and historical heritage and seven Algerian sites are listed as world heritage sites (*Tipasa*, the *Kasbah* of Algiers, *Tassili n'Ajjer*, *M'zab Valley*, *Djémila*, *Timgad*, *Al Qal'a of Beni Hammad*). But it is also facing a deteriorating living environment, increased levels of various pollutants and the proliferation of urban and industrial waste. The country produces 8.5 million tonnes of municipal waste every year and virtually all of it is dumped in around 3000 illegal landfills, which occupy a surface area of 150,000 hectares with all the attendant risk of natural resources becoming contaminated.

Algeria has had many natural disasters such as earthquakes, forest fires, periods of flooding alternating with severe droughts and the constant threat of swarms of locusts. The disastrous floods of 2001 and the violent earthquake of 2003 highlighted the weakness of the system for prevention and reduction of vulnerability. The Algerian Government has made efforts to remedy the lack of technical skills of its staff and institutions and to control factors that contribute to vulnerability with a view to including appropriate tools in its territorial planning strategy.

In terms of human development, Algeria has made great efforts over recent years (2009 – 2013) to further improve the living conditions of its population and better meet its needs by providing greater access to health, education, training and social protection services and improving the quality of these services. This has included:

- i. National programmes against unemployment, for better social protection and for more effective employment;

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<sup>29</sup> Use of groundwater has reached 90%.

- ii. A development programme for the High Plateaux and the south of the country to sustainably improve living conditions for the populations of those regions and contribute effectively to reducing regional and local inequalities; and
- iii. The National Strategy to reduce poverty and social exclusion in an integrated manner in order to reduce disparities.

With regards to fighting corruption, Algeria was one of the first countries to ratify the United Nations Convention against Corruption (UNCC). It took part in the first cycle of the mechanism for review of implementation of this convention.<sup>30</sup> In its action plan, the Government indicated that it “will work to complete the legal structure required to successfully carry out this task and develop synergies between the oversight bodies set up for this purpose, in particular by providing the National Anti-Corruption Office with all appropriate means to allow it to fulfil its worthy mission.” With regards to human rights, the National Advisory Commission for the Promotion and Protection of Human Rights was set up in 2001. Algeria submitted its first report under the Human Rights Council’s universal

periodic review mechanism in 2008 and the second in 2012.<sup>31</sup>

On the powers of the judiciary, the Constitution states that “the judiciary shall be independent and its powers shall be exercised in accordance with the law.” A National Commission for the Reform of the Justice System has been in existence since 1999. Its task is to “set out a detailed diagnosis of the situation and to suggest appropriate measures and actions to lay the foundations of a strong and effective judicial system which is able to respond to citizens’ aspirations and support development of the rule of law.”<sup>32</sup> The Ministry of Justice began reforms to support the upgrading of legislation, human resource management, prison reform and the modernization of the justice system.<sup>33</sup> These reforms also involved re-organizing the administration of the ministry and creating a new Directorate General for Modernization.

It is within this context that UNDP and the United Nations Organization as a whole, along with other development partners, intervene to help Algeria deal with the challenges it faces. The next chapter will analyse this involvement, particularly as regards UNDP.

30 CAC/COSP/IRG/I/3/1. See <http://www.unodc.org/unodc/en/treaties/CAC/IRG.html> for further information.

31 A/HRC/21/13/Add.1, 20 septembre 2012.

32 [http://www.mjustice.dz/html/?p=reforme\\_1\\_fr](http://www.mjustice.dz/html/?p=reforme_1_fr) 10 Oct 13.

33 Project document: Support for consolidating the modernization of justice.

## Chapter 3

# UNDP'S RESPONSE AND STRATEGIES

This chapter describes how UNDP develops its responses to the development challenges identified in chapter two, based on United Nations strategies. It looks at the subjects and areas for action which are assessed in chapter four below. The legal document on which relations between the Algerian Government and UNDP are based is the basic agreement signed by both parties in July 1977.

### 3.1 ACTION STRATEGIES AND PROGRAMMING CYCLES

During the last two programme cycles, UNDP's country programme has taken as its guide the 2007-2011 United Nations Development Assistance Framework (UNDAF) and the 2012-2014 Strategic Cooperation Framework (SCF). These two documents describe the United Nations' general response to the country's development issues.

The Algerian Government and the United Nations system drafted a first UNDAF for the 2002-2006 period. At the end of 2004 they began the process of preparing the second UNDAF covering the period 2007-2011. The process began with the preparation of the Common Country Analysis (CCA), which benefitted from the contributions of representatives of government and civil society. As part of the CCA, analysis of key development issues was carried out based on the Millennium Development Goals, and three priority areas for cooperation assistance were proposed: governance, economic and social development, and the environment. In October 2005, a strategic planning retreat was held, with participation of representatives of national bodies

and civil society organizations. At the retreat, the content of the three priority areas was set out and a fourth area, gender and promoting women's rights, was added. The 2007-2011 UNDAF is built around a results matrix containing four UNDAF outcomes broken down into 12 country programme impacts/ effects and 25 outputs.<sup>34</sup>

The 2007-2011 UNDP programme followed the UNDAF line, building its strategic framework on three pillars related to the four UNDAF areas: human development, protection of the environment and governance, with gender equality as a cross-cutting issue. According to the draft description of Algeria's Country Programme Document (CPD), the central focus of UNDP's activities is to build national and local capacities to achieve sustainable human development in support of the Millennium Declaration and the MDGs. The CPD results framework refers to 11 of the UNDAF Country Programme outcomes and to 12 programme outputs. In the UNDP internal management system, Atlas, only eight outcomes appear and the descriptions do not correspond clearly to the results framework. The framework is summarized in table 4.

According to the 2007-2011 CPD, in the area of **human development** UNDP proposed to support the Algerian Government to build the capabilities of the national institutions in charge of planning, monitoring and evaluating strategies and programmes to fight poverty, insecurity and social exclusion, using the general framework provided by the MDGs. UNDP's activities were to promote the MDGs, particularly by ensuring the production and analysis of gender-specific data to support strategies promoting gender equality.

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34 2007-2011 United Nations Development Assistance Framework (UNDAF) for Algeria, p. 10.

UNDP also intended to work with the Joint United Nations Programme on HIV/AIDS to provide strategic support to the National Council for the fight against HIV/AIDS. In another important area of action, UNDP proposed to support integrated local development initiatives in more marginalised regions such as the High Plateaux and the far south of the country.

In the field of **environmental protection**, UNDP intended to build capacity for the sustainable management of natural spaces and resources; strengthen national legal and strategic frameworks and implement the international

conventions that the country has ratified relating to desertification, biodiversity and climate change; support better management of natural, technology-related and industrial risks and prevention of natural disasters; and encourage the use of clean development mechanisms.

On **governance**, UNDP aimed to provide continued support for the reform and modernization of the justice system by helping to improve case handling and citizens' (and particularly women's) access to justice and information about their rights, and by supporting the upgrading of the judicial system to bring it into

**Table 4. Outcomes and financial data from UNDP Algeria's Country Programme (2007-2011)<sup>35</sup>**

Programme focus	UNDAF (2007-2011) outcome	Country programme outcomes (in CPD)	Outcomes of the Country Programme (in Atlas/IWP) <sup>36</sup>	Total project budget (USD)
Human development/ economic and social development	By 2011, access to health, education, training, social protection and decent employment will be improved.	1.1. The national strategy to reduce poverty and social exclusion is implemented in an integrated manner and contributes to reducing inequalities.	Outcome 1: Existing sectoral strategy making marginal reference to MDGs	3,196,000
		1.2. Health, education, training and social protection social services are more accessible, of better quality, fulfil the requirements of the populations and improve their living conditions.	Outcome 4: Local communities able to manage their own development	3,678,000
		1.3. The national programmes aimed at reducing unemployment, improving social protection and promoting employment are implemented in an effective manner.	Outcome 5: Public administration able to plan and manage resources	413,000
		1.4. The support for the development of the High Plateaux and the South programme is implemented and effectively contributes to reducing regional and local inequalities and sustainably improving the living conditions of the populations in these regions.		

(continued)

35 The financial data come from Atlas Snapshot (from April 2013) and include the total budget for all projects in the programme for each outcome. Projects that continued in the current CPD (2012-2014) under a different outcome have no data for the 2007-2011 period.

36 The 'outcomes' in the internal UNDP systems (such as Atlas) do not match the 'outcomes' referred to in the country programme document.

(continued)

<b>Table 4. Outcomes and financial data from UNDP Algeria's Country Programme (2007-2011)</b>				
<b>Programme focus</b>	<b>UNDAF (2007-2011) outcome</b>	<b>Country programme outcomes (in CPD)</b>	<b>Outcomes of the Country Programme (in Atlas/IWP)</b>	<b>Total project budget (USD)</b>
Environment and sustainable development	By 2011, national institutions and populations will have strengthened their partnership for the sustainable management of the environment, particularly in terms of sustainable use of resources, risk management and disaster prevention	2.1. The national programmes and strategies for the sustainable use and management of resources and natural areas, as well as sustainable land use planning, are implemented in a concerted and effective manner.	Outcome 6: Improved national sustainable development and environment protection strategies	641,000
		2.2. The national strategies and programmes to combat desertification are incorporated in the local development programmes.	Outcome 7: National parks have a strategy for biodiversity protection but no actual means to implement it	3,800,000
		2.4. The national strategies and programmes for managing risks and preventing natural disasters which are incorporated in the land use planning policy, are implemented and contribute to protecting the populations and to the effectiveness of natural heritage protection.		
		2.6. Civil society provides effective support for activities relating to the protection and sustainable conservation of the environment.	Outcome 8: Improved national capabilities for implementing the sustainable development and environment protection strategy	4,123,000
Governance and Human Rights	By 2011, national institutions will have been modernized and their capacities consolidated	3.1. The modernized and consolidated national institutions better fulfil the needs of citizens. 3.2. Civil society has the capacity to work effectively for development, in partnership with local and national institutions.	Outcome 2: Constitutional state institution operated democratically, transparently and fairly	1,989,000
Gender	By 2011, the promotion of women's participation in political, economic and social life will be consolidated	4.1. The promotion of the participation of women in general, and of rural women in particular, in political, economic and social life at the national and local levels is pursued.	Outcome 3: Constitutional state institution operated democratically, transparently and fairly <sup>37</sup>	3,390,000

37 As mentioned in the follow-up to the integrated work plan and the results-based annual report for the 2007-2011 period of the CPD, outcomes two and three are described in the same way, although in practice they relate to the parliament and justice and to gender respectively.



line with international standards and commitments. UNDP envisaged increasing its support for Algeria's parliament, building capacity for its central legislative and oversight tasks, supporting the administration to build its capacity to analyse and monitor economic and social reforms, and building capacity of civil society organizations to contribute to the national dialogue on development.

A mid-term review (December 2009 to January 2010) of the country programme issued four recommendations for the completion of the existing programme and the design of the next. The review highlighted the need for strategic dialogue with the authorities and main national partners to make the most of UNDP's tools, expertise and networks within the given thematic priorities. It suggested that the UNDP Country Office adopt an integrated approach, rather than focus on activities as had been the case, and that new projects be designed and managed so as their results and outcomes contribute to wider programme objectives. Finally, the review recommended that results-based principles and tools be applied systematically to all projects and to the programme as a whole.

As a result of the special programming circumstances after 2007, the Ministry for Foreign Affairs and the country team in Algeria adopted a Strategic Cooperation Framework (SCF) for 2012-2014, aligned to the 2010-2014 five-year plan, in order to make their joint efforts most effective. Rather than carrying out a new CCA, the SCF was based on the previous UNDAF CCA with some supplementary analysis gathered in consultation with government bodies, civil society and a number of international partners. This provided a baseline study of the context and the main challenges. Detailed work carried out by thematic groups enabled identification of the main results to be achieved by the end of the SCF period.

The SCF identified three major cooperation themes: governance, human rights and sustainable development, which includes economic

development, human development and the environment, as well as peace, security and protection. These areas were broken down into five national priorities, also considered SCF strategic outcomes. UNDP's 2012-2014 programme contributes to four of the five strategic outcomes in the SCF, and is set out in the country programme document. See table 5.

According to the programme document, the challenge for the Country Office during the 2012-2014 period was to make up the time lost on execution of the 2007-2011 programme, whilst at the same time taking on new areas in sustainable development.

On governance and human rights, UNDP aimed to continue its support for reforms to improve citizens' access to justice and the public's perception of justice as a public service. UNDP suggested new initiatives to support efforts to protect rights and people's ability to exercise their freedoms, including a surveillance and warning system to identify breaches of human rights, and building the capacity of those involved in the United Nations Convention against Corruption implementation mechanisms. UNDP suggested using its extensive international experience to foster citizens' involvement in public life by expanding spaces and improving conditions for civil society involvement and building the capacity of the media. In the field of economic governance, UNDP aimed to support the diversification of the Algerian economy. It planned to pursue initiatives to promote women's involvement in political decision-making and strengthening execution of policies, laws and regulations aimed at reducing violence against women.

In the area of economic and social development, UNDP offered to take part in government efforts to take on board the concerns of young people around jobs and culture. As well as a focus on access to decent, productive work, this included building national capacity for development of integrated employment and culture policies and consolidating spaces for dialogue with youth organizations.

**Table 5. Strategic outcomes and financial data of the UNDP Algeria Country Programme (2012-2013)**

Theme	National Priorities	UNDP country programme/ SCF outcomes	Total UNDP project budget (2012-2013) (USD)
Governance and human rights	Build trust between government and governed through good governance and continued modernization and consolidation of the rule of law.	The transparency and effectiveness of economic and political life, the involvement of civil society, the modernization of the justice system, mechanisms protecting human rights and the ability of the administration to serve citizens are all improved (Outcome 10 in Atlas)	1,881,000
Sustainable development	Improve the infrastructure, quality, effectiveness and skills of the social services (health, education, protection), particularly for the most vulnerable groups.	Access to health, education, training and social protection services is improved, services are of better quality and geographical disparities and social discrimination, particularly against women, children, people with a disability and those living with HIV, is reduced (Outcome 11)	1,165,000
	Diversify the economy by modernizing industry and fostering a competitive private sector and fair distribution of wealth between regions and within society. Anchor a consistent, integrated participatory framework for young people in the country's institutions.	Knowledge of social and economic processes and the ability to assess and monitor public policy have improved, competitiveness and the business environment have improved and regional and social inequality has been reduced, particularly in regard to young people taking part in economic and cultural life (Outcome 12)	4,956,000
	Improve protection of natural resources, sustainable management of the environment, the fight against pollution and protection from the effects of natural disasters.	Protection of natural resources, sustainable management of the environment, rational use of energy, the fight against pollution and protection from the effects of climate change and natural disasters have been improved (Outcome 13)	2,092,000

With regards to the environment and sustainable development, UNDP planned to build local authorities' capacity to implement action plans to fight the effects of climate change and promote sustainable development. Included in this was support to strengthen institutional and legal frameworks and policies for sustainable land and water use and for conservation of biodiversity

and other natural resources in fragile ecosystems, and support for initiatives to assess vulnerability and reduce the risk of disasters linked to climate change. Finally, UNDP aimed to help strengthen Algeria's strategic position on climate change and the fight against desertification, internationally and within the region.

### 3.2 DEVELOPMENT AND MANAGEMENT OF THE PROGRAMME

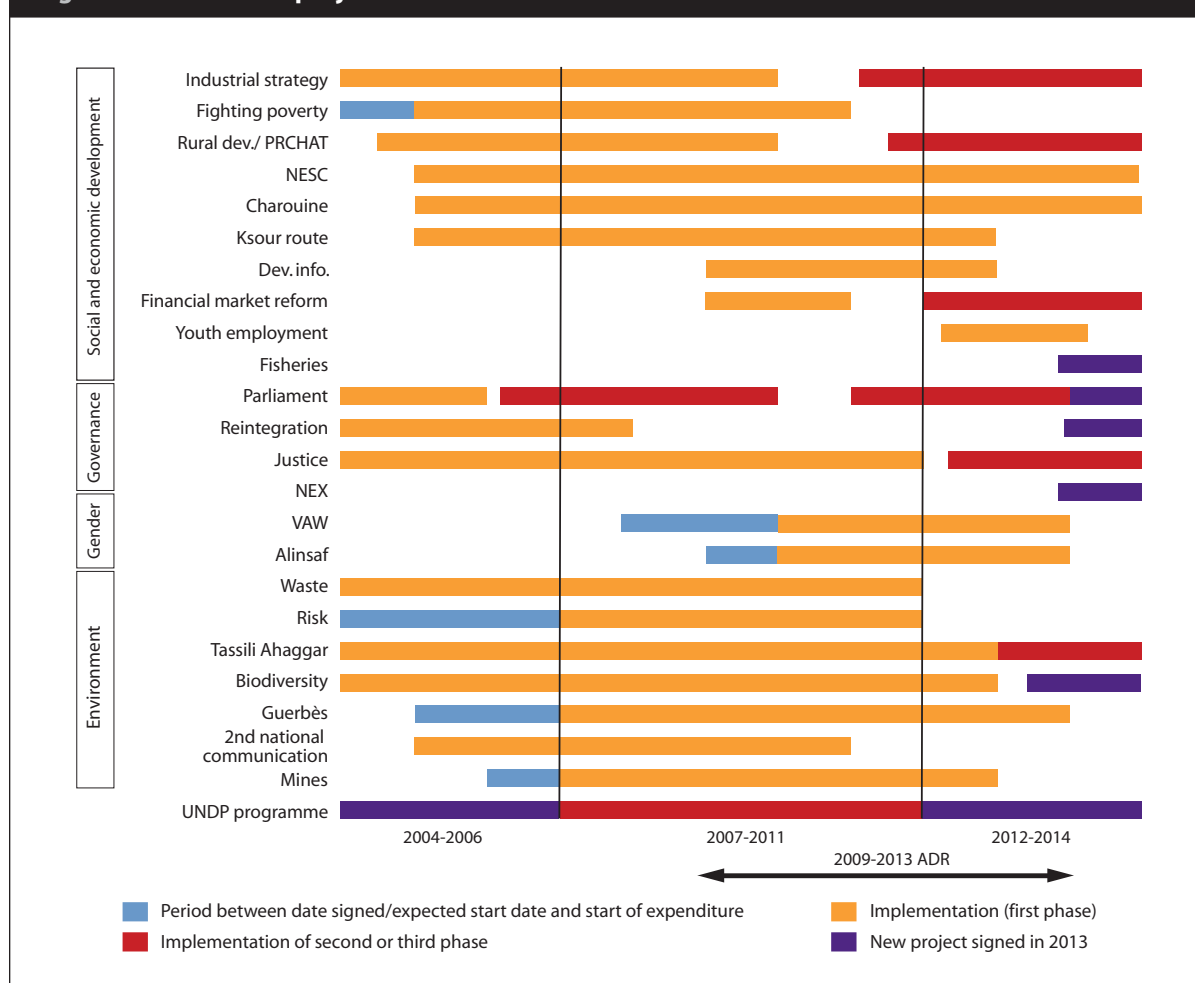
The UNDP programme for the 2009-2013 period cannot be analysed in isolation from the past, which is characterised by the longevity of its projects. Several programmes ongoing during the period under assessment were actually designed during the 2002-2006 programme cycle. Many projects designed more recently were closely linked to previous projects, with new phases emerging from what had been done previously. Figure 3 shows the duration of projects since 2004.

Following the 2007 terrorist attack, the Country Office was closed for four months. When activities

resumed, UNDP managers prioritized projects that were well advanced, postponing the launch of new projects and further work on those which had only just begun. This goes some way to explaining why few new initiatives were designed or launched early in the period under assessment, that is, the end of the 2007-2011 programme.

The development of the SCF and the 2012-2014 country programme heralded a new start for UNDP programming. The 2007-2011 UNDAF did not coincide with the period of the national five-year plan, and as such a new framework for cooperation could not be started at this time. However, the Country Programme Action Plan (CPAP) was drawn up in March 2013 in close collaboration with the Government. The CPAP

**Figure 3. Duration of projects**



Source: Atlas Executive snapshot, interviews with the Country Office



broke down the four SCF/ CPD outcomes into 24 programme results. After the CPAP was signed, five new projects were approved in 2013<sup>38</sup>.

On this basis, the country programme was rationalized and reorganized, with specific groups created to manage each of the three main themes: democratic governance and human rights; economic and social development; and the environment, climate change and risk management. Gender equality continues to be treated as a cross-cutting issue.

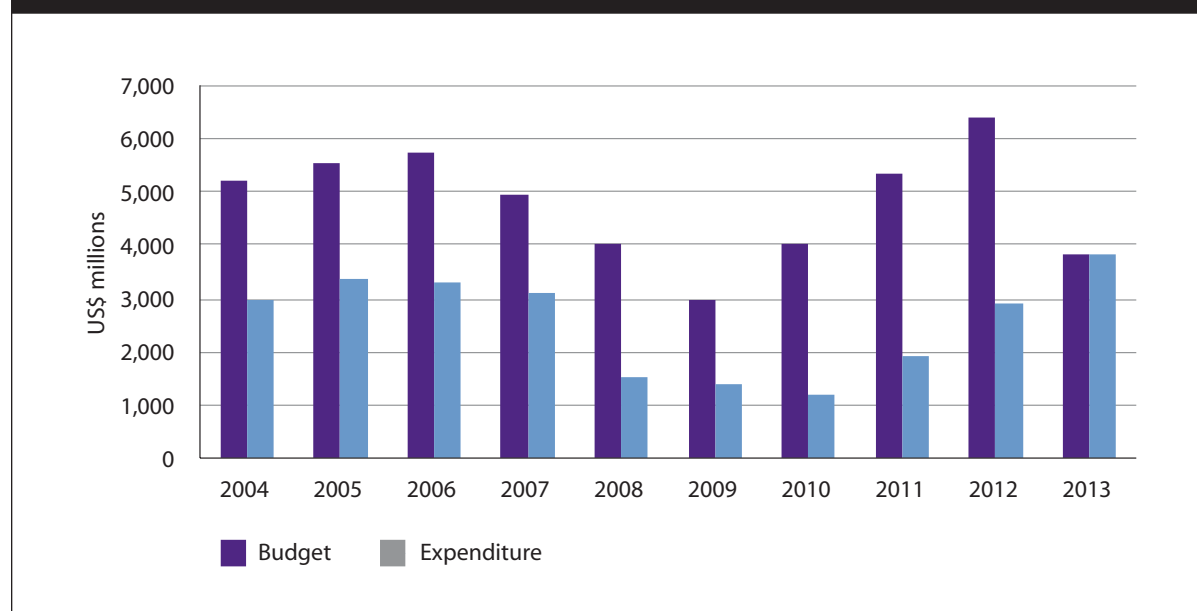
### 3.3 DEVELOPMENTS IN UNDP RESOURCES AND EXPENDITURE

The budget for activities during the 2009-2013 period was USD 18,805,000 in total and

total expenditure was \$7,390,000, making the utilization rate around 39%. Again, it is not possible to analyse the budget and utilization rate, even after 2009, without reference to the past. The collapse in expenditure after the 2007 attack was inevitable given the temporary closure of the office and the efforts to get activities back underway. Budget levels and then expenditure levels began to recover gradually from 2009 but are not yet back to pre-2007 levels. Between 2009 and 2012, the annual budget doubled, reaching USD 6,446,000 in 2012. Figure 4 shows how the budget and expenditure changed from 2004 onwards.

In terms of share of the budget (Figure 5), over the whole 2009-2013 period, 41% of resources went to social and economic development.

**Figure 4. Developments in the budget and expenditure (2004-2013)**



Source: Atlas Snapshot (February 2014)

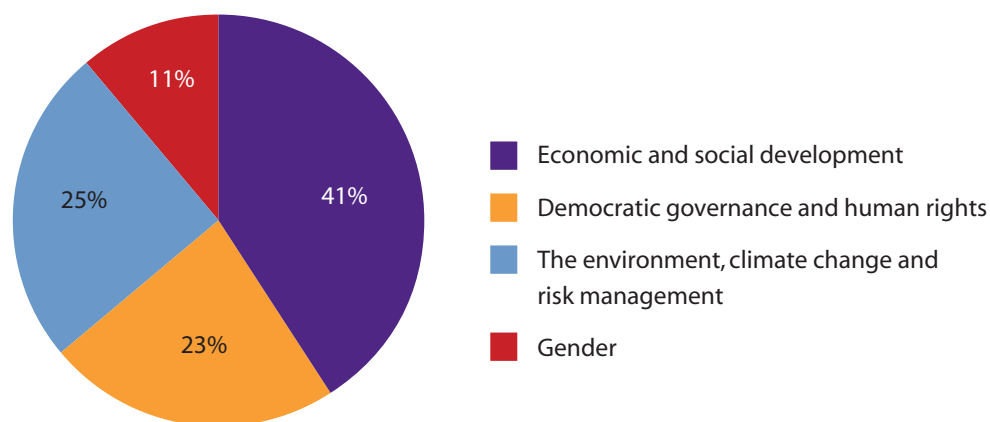
38 These projects were:

- 1) National planning for biological diversity and implementation in Algeria of the 2011-2020 Strategic Plan for the Convention on Biodiversity and the Aichi targets
- 2) Support for the development of a national strategy to develop fisheries and aquaculture (with a particular focus on artisanal fisheries)
- 3) Effective, sustainable participation by women in elected assemblies
- 4) Support for improvements in national execution of multi-lateral development assistance projects of UNDP in particular and the United Nations system as a whole.
- 5) Support for the reintegration of prisoners into society.

Governance and the environment each accounted for around a quarter of the total budget and specific gender projects received 11% of the total budget. In terms of trends (Figure 6), the environment theme underwent most change. In 2009,

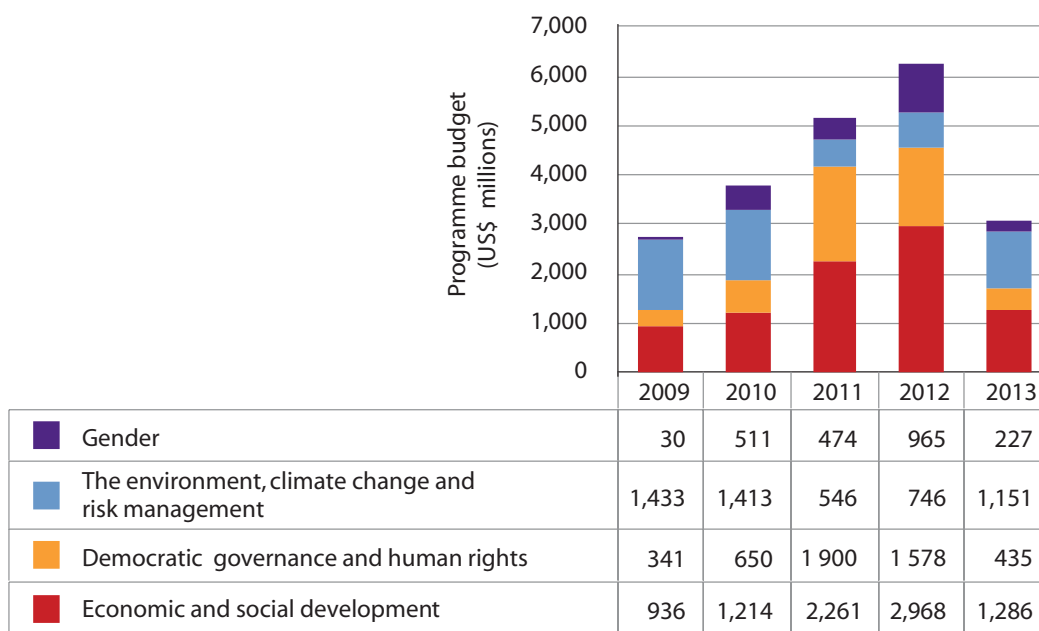
it accounted for 50% of the total budget; this dropped to 11% in 2011 and 12% in 2012 and then rose again to 37% in 2013. The utilization rate (Figure 7) is highest for the environment and lowest for gender over the whole period.

**Figure 5. Share of the budget by area of activity (2009-2013)**



Source: Atlas Snapshot (February 2014); Total budget USD 21.07 million for 2009-2013

**Figure 6. Developments in the budget by area of activity**

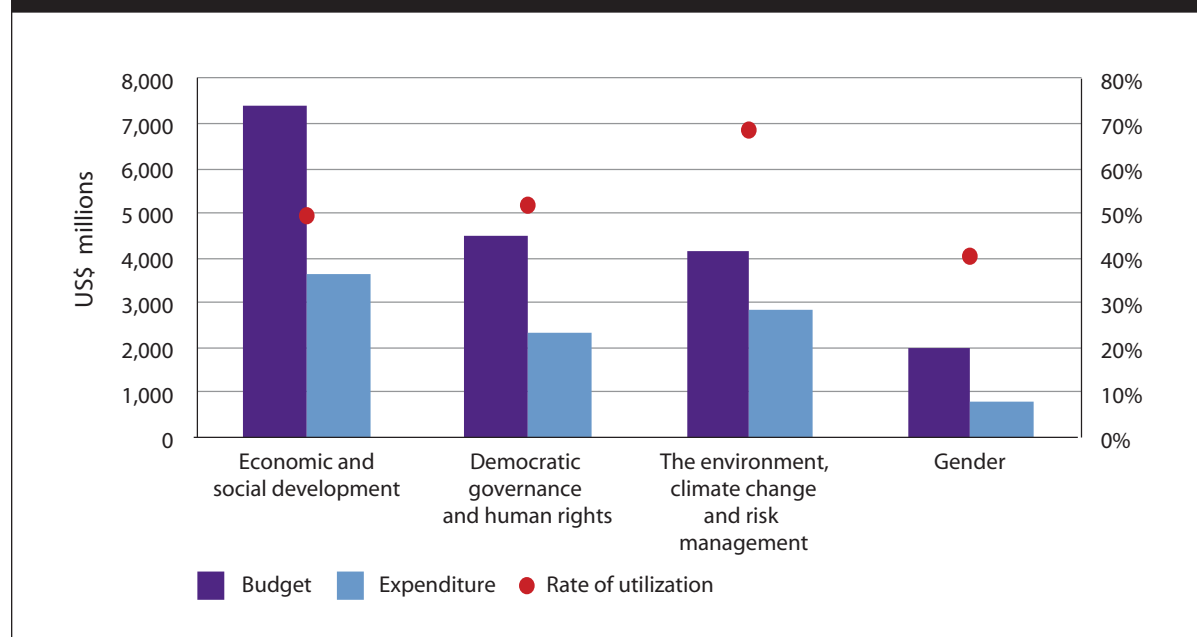


Source: Atlas Snapshot (February 2014)

In terms of sources of funding for the 2009-2013 period (Figure 8), extra-budgetary resources account for around 70% of the total with (ordinary) core resources making up the remainder.

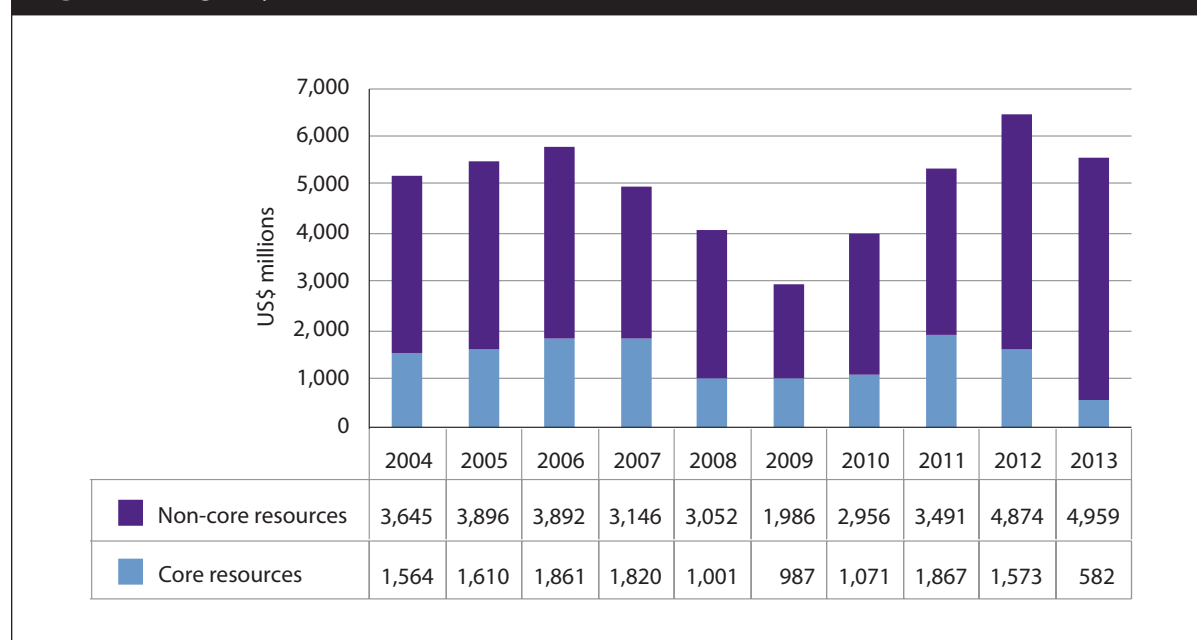
The main source of extra-budgetary resources is the Algerian Government, which provides 35% of total funds (table 6). A number of bilateral partners provided contributions for various activities, for example for landmine action

**Figure 7. Share of the budget and expenditure by area of activity (2009-2013)**



Source: Atlas Snapshot (February 2014)

**Figure 8. Budget by source (2004-2013)**



Source: Atlas Snapshot (February 2014)

**Table 6. Sources of funding (2009-2013)**

Source of funding	Total budget for 2009-2013 (in thousand US dollars)	% of total budget	Expenditure (2009-2013)	Utilization rate (C/A)	Project
Algeria (government)	6,473	35.02%	1,953	30.17%	The majority of the projects (except for certain projects e.g. funded by the GEF)
UNDP	5,339	28.88%	2,662	49.86%	The majority of the projects (except for certain projects e.g. funded by the Japanese Government)
UNDP (administrative agency for a joint programme)	1,918	10.38%	692	36.08%	Joint gender equality programme "Al INSAF"
Japan	842	4.55%	296	35.15%	Support for access to a first job for young people
United States	800	4.33%	426	53.25%	Support for the Algerian parliament
Global Environment Facility	671	3.63%	341	50.82%	Building NGO capacity on biodiversity, communication on climate change at national level, Support to 2010 biodiversity targets; Conservation of globally significant biodiversity
Statoil	661	3.58%	44	6.66%	The Ksour Route project
Norway	439	2.37%	201	45.79%	Support for the Algerian parliament
Belgium	346	1.87%	116	33.53%	Mine action, support for the Algerian parliament
World Wildlife Fund	221	1.20%	22	9.95%	Integrated management plan for the Guerbès wetland area
Netherlands	219	1.18%	179	81.74%	Support for the Algerian parliament
Canada	142	0.77%	68	47.89%	Mine action
Finland	107	0.58%	0	0.00%	Support for human capacity building and technical assistance for rural renewal.
Sweden	100	0.54%	95	95.00%	Mine action
UNESCO	73	0.39%	6	8.22%	The Ksour Route project
Canadian International Development Agency	64	0.35%	64	100.00%	Building the post-2015 agenda
Anadarko Algeria Company	63	0.34%	11	17.46%	The Ksour Route project
United Nations Volunteers	8	0.04%	3	37.50%	POEM III
<b>TOTAL</b>	<b>18,486</b>	<b>100.00%</b>	<b>7,179</b>	<b>38.83%</b>	

Source: Executive Snapshot, December 2013

(Belgium, Canada and Sweden), access to a first job for young people (Japan), rural development (Finland) and support for parliament (Belgium, the United States, Norway and the Netherlands). The contributions of foreign oil companies operating in Algeria (Anadarko, GDF Suez and Statoil) in the area of local development should also be noted, making up around 4% of the total budget. The Global Environment Facility (GEF) remains an important partner and provides 57% of the funding for the environment theme.<sup>39</sup> The World Wildlife Fund (WWF) also made a financial contribution to the development of an integrated management plan for the Ramsar protected wetlands area.

### **3.4 COORDINATION AND COOPERATION BETWEEN UNDP AND THE UNITED NATIONS SYSTEM**

UNDP is at the heart of the United Nations system in Algeria. It played a key role in coordinating and drafting the SCF and has worked closely with other United Nations agencies, particularly on gender issues, over the course of the last two programming cycles. A major joint programme on gender equality concluded in 2013, *'AL INSAF'*,

was implemented by seven United Nations agencies in Algeria, under UNDP leadership, and brought together over 13 ministries. UNDP worked with the United Nations Population Fund (UNFPA) to help the Government put in place a strategy for eradicating violence against women. UNDP also worked in partnership with UN Women to organize an international conference held in Algiers in December 2013 on effective, sustainable participation by women in elected assemblies.

In the field of local development, UNDP worked with UNFPA and UNICEF to set up the *Charouine* district project (see Section 4.1). Finally, UNDP was the lead agency organizing the national consultation on the post-2015 scenario, working with FAO to draft the relevant text, and working closely with UNAIDS, UNICEF and UNFPA.

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The following chapters assess UNDP's contribution to the country's development results, its choice of approaches, its comparative advantages and the efforts made by the Country Office to promote United Nations' values.

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39 On the basis of the total budgets from the project documents reviewed.



## Chapter 4

# UNDP'S CONTRIBUTION TO DEVELOPMENT RESULTS

This chapter evaluates UNDP's main contributions to various expected outcomes and the relevance, effectiveness, efficiency and sustainability of its contributions to Algeria's development results, following the structure of the country programme and its results framework. For each component of the programme and for each outcome (See Annex 3: Outcomes of CPD 2007-2011, 2012-2014, and the ToR for the 2012-2014 programming cycle) the specific results are analysed and discussed in detail, and points illustrated with reference to relevant projects.

As a reminder, the 2009-2013 period chosen for the ADR overlaps two UNDP Algeria programming cycles, namely 2007-2011 and 2012-2014. These two cycles are characterised by some degree of continuity, as the principal areas of cooperation did not change. During both periods the UNDP programme was structured around the broad core themes of human development, environment protection and governance with gender equality as a cross-cutting issue. At present, the UNDP country programme is managed by thematic groups reflecting these three main areas. The issue of gender is cross-cutting, and discussed in this chapter as a component of the country programme, but also within each outcome. Gender issues for each thematic area will be analysed in chapter 5. This chapter will also outline the positive and negative factors that influenced the achievement of the results.

### 4.1 ECONOMIC AND SOCIAL DEVELOPMENT, POVERTY REDUCTION, ACHIEVEMENT OF THE MILLENNIUM GOALS (OUTCOME 12)

Outcome 12 of the UNDP country programme 2012-2014 reads: "Knowledge of the social and

economic processes and the capacity for evaluating and monitoring public policies are enhanced, the environment and competitiveness of businesses are improved, regional and social disparities are reduced, and, in particular, young people's participation in economic life (and cultural life) is increased". The projects selected for the ADR sample and which contributed the most to this outcome fall into two categories: strategic and operational.

#### Strategic Projects

- "*DevInfo*" is an information system based on integrated databases. It improves the monitoring and evaluation of MDGs and social policies.
- The "*Support for the NESC*" project aimed to strengthen the technical and financial capabilities of the *Conseil National Économique et Social* (CNES/NESC), supporting the production of the Second National Report on MDGs (2010) and the National Human Development Reports for 2006, 2007 and 2008.
- The "*Support for the implementation of the strategy to reduce poverty and exclusion*" project helps the Ministry of Employment and National Solidarity monitor the implementation of the national poverty reduction strategy.
- The "*Support for the local implementation of the national integrated rural development strategy*" project supports the Ministry of Agriculture and Rural Development (MADR) in implementing the national sustainable rural development strategy, with a view to revitalising disadvantaged rural areas, facilitating the return of the rural populations displaced during the 'dark decade', reducing poverty and



social inequality in rural areas, and promoting decentralization.

- The “*Support for the human capacity-building and technical assistance programme for rural renewal*” (PRCHAT) project provided an operational framework for meeting the priority objectives of the economic and social revitalization of rural areas.
- The “*Preparatory assistance for financial market reform*” project aims to modernize and develop the financial markets, and relaunch operations on the Algiers Stock Exchange.
- The “*Support for the implementation of the industrial strategy*” project aims to improve the competitiveness of industrial sector companies and their contribution to job creation.

#### Operational Projects

- The “*Ksour Route*” project aims to promote cultural tourism in the *Saouara*, *Gourara*, *Touat* and *M’Zab* regions, to help local populations overcome poverty and to protect the local cultural and natural heritage. The project implements actions to restore Ksourian constructions and transform them into tourist accommodation, preserving the environment, and safeguarding tangible and intangible heritage by enlisting the participation of local communities.
- The “*Support with building local capacities to achieve sustainable development in the Charouine daïra (district)*” project builds on the good results of “*Community development in the South*”, a pilot project developed in *Ouled Saïd* during the first half of the 2000s. The project follows an approach based on local development and aims to support local authorities and help populations to build their capacities and better manage their own development.
- The “*Support for young people entering the workforce*” project aims to prepare young people to enter the workplace by building their capabilities and helping them find work that matches their aspirations.

#### 4.1.1 RELEVANCE

##### Relevance of the objectives

**The assessment finds that UNDP has systematically aligned itself with national priorities, policies and strategies.**

When policies and national strategies were formulated, UNDP generally provided technical support enabling their implementation. Examples of this are work with the NESC, the human capacity-building and technical assistance programme for rural renewal (PRCHAT), and other projects including *Charouine*, *Ksour Route* and *Força*. Where pre-established national policies and strategies were not available, UNDP responded to priorities and concerns expressed by the Government. This helped to develop or clarify visions and facilitate the formulation of national policies and strategies, such as the poverty reduction strategy, the industrial strategy, the financial market, or the rural development strategy. In order to align itself with national priorities, UNDP even worked, at the Government’s request, on themes that do not traditionally fall within its areas of expertise, for example: the financial market and the industrial strategy.

##### Relevance of the approaches

Prior to 2007 UNDP’s approaches were governed by a rather sophisticated conceptual framework based on project cycle management. Later, they tended to follow a more simplified conceptual model inspired by results-based management. However, results are not always explicitly reported with their corresponding indicators, and references to best practices are not always highlighted, even though they are sometimes implicit. For example, we learned (through a conversation) that community development centres were introduced in the “*Charouine*” project due to learning from a successful experiment in Senegal, whereas initially the project was supposed to involve only a literacy centre. Over the period there have been more strategic than operational projects, though these extend in scope to themes outside of the core sectors of UNDP.

Local needs were taken into account relatively successfully, using different methods corresponding to the following three scenarios:

- When the needs were obvious, they were identified *de facto* (e.g. NESC project, *Força*)
- When needs had to be identified, this gave rise to preparatory missions (e.g. rural development project) or to pre-projects (e.g. phase 1 of industrial strategy, financial market)
- When needs were emerging, projects were developed in an open and flexible way, so that they could be defined gradually (e.g. poverty reduction, PRCHAT, *Charouine*, *Ksour Route*).

The approaches to implementation were predominantly based on the National Execution modality (NEX), although support units are gradually being introduced to support the NPDs with project coordination and administration.

#### 4.1.2 EFFECTIVENESS

**The thematic area is on the verge of achieving the expected objectives.**

Some projects have been completed (closed or in the process of being closed) such as the NESC, rural development, financial market, poverty reduction strategy and *Ksour Route* projects<sup>40</sup>. For these projects, the expected objectives have been almost entirely achieved. Other projects were still underway at the time of assessment, with more than 70% of related activities started (e.g. industrial strategy project). A third project category includes projects that have not yet progressed enough to enable us to report on how well the expected objectives have been achieved (e.g. *Força* and *PRCHAT* projects). The *Charouine* project is a typical case: the expected objectives have substantially shifted from a strategic focus, (building of local capacities to achieve sustainable development) to an operational one (reducing

poverty and exclusion). The project had a social utility and addressed the pressing needs of the population.

The main results achieved over the period under assessment are in the areas of capacity building, support for policy and strategy implementation, and support for improved access to public services and employment.

Capacity building of people and institutions, from both a conceptual and an operational standpoint, is a major result, for example in the NESC, financial market, industrial strategy and poverty reduction projects. This was achieved by providing expertise (methods, tools, best practices) and training (including seminars and field trips). However, results were not uniform. While in some projects (e.g. NESC, financial market) capacity building was used to full advantage, in others this objective was not fully achieved. For example, in the *Charouine* project several sizeable studies were carried out on the existing situation (epidemiological study, study on the build-up of sand, on education, on the status of women) which were very well received, but were not systematically used for operational purposes.

Other important results included: support for the implementation of sectoral or local policies and strategies (e.g. NESC, financial market, industrial strategy, poverty reduction, *Charouine* and *Ksour Route* projects); support for local decentralized initiatives to improve access to basic services (health, education) and employment for young jobseekers and women; and improved access to basic services (health, education) for disadvantaged populations, particularly in poor and remote regions (e.g. *Charouine* and *Ksour Route*). Equally, several projects contributed to generating greater cooperation and intersectoral working among stakeholder institutions (e.g. *NESC*, *poverty reduction*, *financial market*), which is not a result per se, but could be considered a form of capacity building.

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40 A final evaluation has already been performed for some of these. For the others, the final evaluations were underway at the time of the ADR mission (e.g. *Ksour Route* project).

Depending on whether projects were strategic or operational in nature, the impact of results is noted at different levels. For strategic projects, the impact is institutional and noted at the super-structure level in terms of changes in strategy and policy. For operational projects, the impact is seen more in the local socio-economic area, triggering social processes and changes in behaviour which could lead to wider local change. These projects have had a positive impact at the local level, but there has been no proven knock-on effect on strategy or at a national level. It is likely that the December 2013 final evaluation workshop of the project had some impact on participating representatives of ministries which would be reflected in their work at central level, meaning that visions will gradually change.

Project evaluation reports and interviews show that results were deemed to be of satisfactory quality. This was attributed to various factors, including:

- Proper governance of the NEX, especially when the NPD is well chosen and supported by a coordination unit;
- Decisions and expectations of the Steering Committee are in line with national partners' specific interests in the project;
- Skilled experts recruited on the basis of clear and rigorous ToR; and
- The availability of the UNDP programme manager involved in the project.

Where the quality of the outputs and results was perceived to be poor, this was mostly due to the dissipation of efforts due to work on several projects at once, the need to select the lowest bidder and cap rates, or the shortage of local resources.

#### 4.1.3 EFFICIENCY

##### **Efficiency of the management**

**The level of efficiency with which activities were managed can be qualified as poor or even unsatisfactory.**

This is due to delays in executing projects. Disregarding the one-year interruption imposed by the terrorist attack, all of the projects suffered schedule overruns ranging from one to three years. As a result, projects lasted 5 to 6 years on average.

##### **Efficiency of programmes**

**The efficiency of programmes in this thematic area was relatively satisfactory but could be improved on several levels.**

In general, budgets were adhered to and, thanks to transfers between budget lines made possible by budget reviews, were used in full. However, the quality of outputs sometimes suffered as a result of the sheer volume of activities being executed or the underestimation of budget forecasts (such as fee rates).

Where completed projects are concerned, resources were used in full. Where resources proved insufficient for actual or emerging needs, additional funds were allocated whenever possible. Otherwise, funds were re-allocated internally as part of annual budget reviews, meaning that all resources could be used. For projects in progress, practically all expenses have been incurred. UNDP human resources have been fully utilized or sometimes over-utilized due to understaffing.

Overall, costs have been properly estimated. However, two reservations emerged during the interviews: (i) initial estimates were often superseded by emerging needs that required new activities; (ii) some expenses were underestimated, such as expert fee rates, for example, which were calculated based on previously used rates. These two factors may have had a negative impact on the quality of certain results.

Financial resources were sometimes provided and used late, due in part to changes in procedures for disbursing and monitoring funds provided by the Government, but largely to administrative delays. These can be put down to turnover of NPDs, cumbersome NEX procedures, the remoteness and harsh climates of project locations and low availability of local suppliers and contractors.

#### 4.1.4 SUSTAINABILITY

**The assessment finds that UNDP has not generated processes or changes that are likely to result in sustainable results.** At most, the vision was followed only as far as the programming cycle. This was due to a number of factors, outlined in section 4.5 below.

The sustainability of results and impacts obtained appears to be greater for strategic projects than for operational ones, for several reasons. Some of the strategic projects were preparatory in nature, generating new initiatives which guaranteed the sustainability of the work and benefits. Others were closely aligned to national priorities, strategies and policies and as such were easily assimilated and incorporated into the work of local institutions. Others have become multi-phase projects increasingly owned by the institutions. Overall it can be said that sustainability of strategic projects is guaranteed by the high degree of ownership of the results, the availability of resources and national technical capacity.

Operational projects produce more volatile results. Projects which aim to support local initiatives can lose momentum after completion, either because the results rely on equipment which cannot be maintained, or because of obstacles to implementation after training is delivered, or due to the lack of a transition phase to properly hand over the project to local stakeholders. For operational projects to have sustainable results requires institutional capacity to be strengthened in project sites, to local increase ownership. To this end, operational projects should include a post-project transition component including capacity building and systems for local stakeholders to ensure the sustainability of results.

#### 4.2 GOVERNANCE (OUTCOME 10)

Outcome 10 of the UNDP country programme 2012-2014 reads: “the transparency and performance of economic and political life, the participation of civil society, the modernization of the administration of justice, the mechanisms for protecting human rights and the capacity of the public administration to serve the citizens are improved.”

The projects selected for the ADR sample and which contributed most to this outcome are:

- “*Support for the modernization of justice*” and “*Consolidation of the modernization of justice*”. In 2003, UNDP supported the Ministry of Justice with the aim of building the capabilities of the justice sector and improving user access to legal and documentary information sources. The first project was extended to 2011, when the second project then began. This aimed to contribute to the modernization of the judicial system’s institutions in order to allow them to “fulfil their mission to guarantee the protection of human rights”.<sup>41</sup>
- The “*Modernization of justice and social reintegration of prisoners*” project is the second element of UNDP’s strategy in the justice sector, and seeks to contribute to the modernization of the national institutions and mechanisms for protecting human rights. The project provides support to modernise prison administration and the social reintegration of prisoners. An initial phase, implemented from 2003 to 2007, showed convincing results, identified during an evaluation conducted in 2007<sup>42</sup>. In 2013, UNDP and the Directorate-General of the Prison Administration and Reintegration (DGAPR) finalized a new collaboration strategy (not yet begun at the time of the ADR).

41 The People’s Democratic Republic of Algeria and UNDP, “*Appui à la consolidation de la modernisation de la justice*” (Assistance with the consolidation of the modernisation of justice), project document, May 2011.

42 The evaluation cites the setup of a pilot prisoner orientation unit to assess the prisoners and guide them towards various programmes as soon as they are imprisoned, and the setup of counselling centres. These actions have improved the social reintegration process for ex-prisoners. (Richelieu, Alexandre, Touati Bettahar, Abderrahmane Ouldkara, ‘*Etude finale du projet de modernisation de la justice en Algérie*’ (Final study of modernisation of justice in Algeria project), Algiers, 2007).



- The “*Support for the Algerian Parliament*” project was initiated in 2009 and extended to 2013. UNDP’s support for the Algerian Parliament dates back to 2002, and this project constituted the third phase of this support. It aimed to build the capacities of parliament’s administrators and elected members, modernize its communications, help its elected members to work more closely with civil society, and create a forum of women parliamentarians.
- At the time of the ADR, a new project to support the effective and long-lasting participation of women in elected assemblies had just been signed. In June 2013, a training of trainers session was held for members of parliament and civil servants, to ensure the sustainability of the project outcomes.

#### 4.2.1 RELEVANCE

##### **Relevance of the objectives**

**For the 2009-2013 period, the alignment of UNDP’s support for governance activities with national strategies and priorities is highly satisfactory.**

For example, UNDP support to the justice sector is based on the implementation of a reform programme which includes the modernization of working methods in the sector. Support to the parliament contributes to the modernization of the state on the one hand, through the introduction of new technologies, and to fulfilling the state’s aim of promoting the political rights of women on the other. The activities planned with regards to the fight against corruption and the modernization of public administration are in line with the Government Action Plan for the Implementation of the President of the Republic’s Programme (September 2012) which, in this area, takes into account Algeria’s international commitments, particularly those relating to the UNCC.

##### **Relevance of the approach**

**The UNDP programme relating to governance is characterised by the absence of a general**

**strategic approach. Nevertheless, the dual strategy of involving national institutions and civil society is relevant.**

The programme documents (UNDAF, SCF, CPD, CPAP) list a series of activities which UNDP offered to carry out in the area of governance, without clearly describing the general approach or the conceptual framework that would connect the activities to each other or to the expected outcomes. Nevertheless, the CPD 2007-2011 suggests a dual strategy of working with national institutions upstream and with civil society organizations downstream, to contribute to national efforts towards achieving the consolidation of a constitutional state. The 2012-2014 programme mentioned working with national institutions and civil society, suggesting that this dual strategy is going ahead, at least in principle.

The two conventions implemented during the 2009-2013 period sought to introduce new information and communication technologies in order to increase the speed and transparency of work and improve access to information and services, all of which is highly relevant. One of the ways UNDP showed that it was receptive to emerging needs was by introducing new training courses for members of parliament, particularly women, following the 2012 elections.

#### 4.2.2 EFFECTIVENESS

**UNDP achieved few of the results expected in the 2007-2011 programme documents. Nevertheless, UNDP did contribute to achieving tangible results in terms of modernization and capacity building.**

Several of the planned activities, such as those concerning the prison system, the inclusion of civil society in the discussions and implementation of development programmes, the mechanisms to protect human rights, the implementation of the UNCC, and building the capacities of the public administration – had not yet begun at the time of the ADR, thus limiting progress toward the expected programme outcome.

Some of the expected outputs were successfully achieved, thus contributing to reaching the expected result. As mentioned above, two projects – *Support for the modernization of justice* and *Support for the Algerian Parliament* – introduced new information and communication technologies. In the case of the modernization of justice, the continuation of work initiated during the 2002-2006 programme continues to generate results in the administration of the judicial sector, and Algeria is now ready to share its experiences and knowledge gained with the international community. Nevertheless, in the case of support for the parliament, the sizeable investments made in the debate transcription system – which should reduce transcription time from several weeks to a few hours, improving transparency and the rapport between elected members and citizens – have not yet led to tangible results for users and citizens, as the system is still in the experimental phase.

UNDP's approach to capacity building consisted in organising field trips abroad, as well as

workshops and seminars with the participation of foreign experts. For example, participants in an immersion visit for 13 members of parliament to Norway in 2011 considered it to be 'impressive'. Although it is difficult to measure the direct result of this type of activity, the stakeholders (beneficiaries and partners) appreciated gaining new ideas during these meetings.

With regards to the practical measures to encourage improved access to justice for vulnerable people, the budget for this component represented only 16% of the total, and actual spending was only 3% of the total. A planned communication strategy targeting vulnerable people was not developed. The specifications for the development of an architectural model of the court, which includes the spatial and IT functionalities expected by citizens, were being prepared at the time of the ADR, but these will have no real impact as long as they remain at the planning stage.

#### **Box: Continuity in the justice sector**

The visibility of UNDP's support for the justice sector dates back to the period preceding the ADR. One key result of this support, mentioned by several stakeholders during the interviews conducted as part of the ADR, was the possibility for citizens to collect a copy of their criminal record from any jurisdiction in around ten minutes. Previously, citizens needed to return to the jurisdiction governing their place of birth for this. This service was implemented in 2005. Another appreciated result is the court case management system which was deployed in all courts of justice in 2007. 'Pilot' measures from the first convention – such as the setup of infrastructures for vulnerable people, ramps for the mobility impaired, and the availability of brail printers – became more widespread. Since 2009, the results of UNDP's support for the modernization of justice were especially in the field of IT (60% of the project's budget was allocated to setting up a general integrated information and judicial case management system), with the development and updating of modules, the creation of gateways between the systems, and the training of new users on these systems. UNDP contributed to capacity building through the exchange of ideas with international partners during field trips.<sup>43</sup> Since the modernization work is ongoing, at the user level it is difficult to distinguish between results generated by the previous convention and those produced by more recent activities. Nevertheless, users such as the clerks of the court appreciate these IT systems, which simplify their work and improve the condition for receiving clients at the desks. Lawyers, for example, appreciate the faster service provided at the desk. Services that used to require several days are now delivered in a few minutes. The Directorate-General for the Modernization of Justice noted an indirect improvement in services, such as a reduction in errors and increased transparency.

<sup>43</sup> An international conference on e-justice that would have enabled Algeria to share its experiences with other countries expected to take place in October 2013 was postponed for reasons unrelated to the project.

### **The results relating to civil society engagement and communication are poor.**

In both cases – support for the parliament and support for the justice sector – the focus on technology dominates, to the detriment of other aspects relating to communication between institutions and citizens. Where support for the modernization of justice is concerned, according to the 2007-2011 programme document, UNDP was supposed to ensure that citizens, and particularly women, were better informed about their rights, and the 2011 project document planned for the development of a communication strategy aimed at vulnerable people. These results were not achieved. Where the “Support for the parliament” project is concerned, an important conference between civil society and members of parliament was organized at an appropriate time (in November 2011, just before debates regarding the law governing associations), but it remains an isolated event<sup>44</sup>. Other workshops programmed in the work plans were not organized. Likewise, other activities planned in the strategic documents and aimed at civil society had not yet come to fruition at the time of the ADR.

### **UNDP promoted equity through some of its activities.**

Given the continuity of UNDP’s work with the Directorate-General for the Modernization of Justice (DGMJ) since 2004, some of the ‘pilot’ measures resulting from the first convention (2004-2007), such as infrastructures for vulnerable people, have become widespread. With the support of UNDP, at the time of the ADR the DGMJ was preparing an architectural model of an accessible court to facilitate access to justice by vulnerable people, considering recommendations made by civil society representatives during an earlier round table.

The “Support for the parliament” project aimed to encourage greater representation of women in parliament, and create structures and training courses for women parliamentarians. For UNDP, the 2008 constitutional review (Article 31bis) regarding the representation of women in elected assemblies, supported by the electoral law institutionalizing quotas, was an opportunity to support national initiatives for gender equality. Thus, following the 2012 elections, funds designated for activities in the automatic debate transcription project were reallocated to a training course on communication for female and male members of parliament. As a result of this, women parliamentarians were more confident to speak during parliamentary debates. In December 2013, UNDP supported the organization of the “International Conference on the Effective and Sustainable Participation of Women in Elected Assemblies” with around 450 participants, including parliamentarians and other representatives from some 20 countries. One result of the conference is the “Algiers Declaration,” which encourages the establishment of international networks of women parliamentarians, including an active network of Arab women parliamentarians at the regional and national levels, to promote and optimise their parliamentary performance.

### **4.2.3 EFFICIENCY**

#### **Efficiency of the management**

**Management efficiency can be qualified as slightly satisfactory due to delays and differences between budgets and expenses.**

Budgets were underutilised, especially at the start of the review period, due mainly to the aftermath of the December 2007 terrorist attack, though the situation improved towards the end of the period. The “Support for the parliament” project

44 This conference gathered over 250 participants who, among other topics, discussed the legal constraints limiting structured dialogue between the parliament and civil society. The project’s work plan for 2011 included 4 regional conferences and a second parliament-civil society forum in 2012, but these actions were not carried out.

45 The evaluation of the Global Programme for Parliamentary Strengthening (GPPS III) in May 2011 indicated that the system was supposed to be operational before late 2011, but in late 2013 it was still in the experimental stage.



suffered delays<sup>45</sup> due in part to the complexity of the procurement procedure for the debate transcription system, to its suitability for the Algerian context, and to its installation. Furthermore, the system cost more than anticipated. The meeting with civil society initially planned for 2010, and later for June 2011, did not take place until November 2011.

### **Efficiency of the programme**

Many of the activities planned in the programme's strategic documents had not been implemented at the time of the ADR, thereby limiting the efficiency of the programme. However, conceptualization or validation was underway for several projects.

As mentioned above, several elements planned in the programme documents had not yet been translated into projects, suggesting programme inefficiencies. As a result, there were few occasions to create synergies within the governance portfolio. Nevertheless, several projects were in the process of being developed or approved, including extra support for the parliament, support for the prison system, a project covering human rights, and a project to modernize public administration. This suggested that new momentum was building, with the possibility of creating synergies between the activities.

#### **4.2.4 SUSTAINABILITY**

### **The sustainability of UNDP's governance-related activities varies according to the project.**

The results of UNDP's support for the modernization of justice show good signs of sustainability. At the outset, the Government developed a justice reform programme, and political will resulted in the creation of the Directorate-General for the Modernization of Justice (DGMJ) in 2002. The DGMJ developed an action plan, which UNDP supports, indicating that national ownership is complete. The experts

hired by UNDP worked closely with DGMJ personnel, delivering ongoing training and capacity building which can be maintained<sup>46</sup>. The results of the 2004-2007 Convention (extended to 2011) are still highly noticeable, and pilot measures have been developed.

The results of the "Support for the parliament" project, however, are not guaranteed, as the debate transcription system is still at the experimental stage. Members of parliament enjoyed their training, and on an individual level skills have been acquired. The introduction of a previously non-existent 'training of trainers' approach in June 2013 could contribute to institutional capacity building. At the time of the ADR, the effects of the introduction of this approach had not been evaluated and the ADR evaluation team did not receive any information about the organisation of training sessions that would have allowed other parliamentary colleagues to benefit from the skills acquired.

### **4.3 ENVIRONMENT, ENERGY AND SUSTAINABLE DEVELOPMENT (OUTCOME 13)**

Outcome 13 of the UNDP country programme 2012-2014 reads: "the protection of natural resources, the sustainable management of the environment, the rational use of energy, the fight against pollution and the protection against the effects of climate change and natural disasters are improved".

The projects selected for the ADR sample and which contributed the most to this outcome are:

- *"Support for capacity building as part of the National Programme for the Integrated Management of Municipal Waste"* to set up a waste management system in ten towns and cities;
- *"Support for national capacity building for analysing the vulnerability factors associated with*

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46 The DGMJ plans to employ the experts at the end of the project.

*risks and natural disasters in Algeria*” to set up a dynamic system for monitoring vulnerability factors and providing early warning, and for strengthening the intersectoral collaboration system for risk prevention;

- “*Conservation and sustainable use of biodiversity of global concern in the Tassili and Abaggar National Parks*” to protect the biodiversity of the central Sahara region by setting up a framework for the management and sustainable use of biodiversity in the *Tassili* and *Abaggar* national parks;
- “*United Nations mine action support to Algeria*” to support the Algerian Government’s actions related to implementing the Ottawa convention banning anti-personnel landmines;
- “*Enabling activity for the preparation of Algeria’s Second National Communication to the United National Framework Convention on Climate Change (UNFCCC)*” to prepare Algeria’s Second National Communication (SNC), with strong involvement and participation from stakeholders nationwide, in order to increase the institutionalization of climate change responses, as well as broadly disseminate information and build awareness among the general public;
- “*Integrated management plan for the Guerbès – Sanhadja wetlands complex*” to provide the Government with a participatory planning and integrated management instrument to enable the rational and sustainable management of the wetlands, combining the protection of natural resources and biodiversity with human development.

#### 4.3.1 RELEVANCE

##### Relevance of the objectives

**The alignment of UNDP’s activities with national priorities and the country’s international commitments is highly satisfactory.**

Several projects contribute to the application of national policies, strategies and laws. For example, the “*Municipal waste management*”

project supports implementation of the National Programme for the Integrated Management of Municipal Waste (PROGDEM) developed in 2002, and law 01-19 of 15 December 2001 on the management, control and elimination of household waste. The “*Vulnerability/natural risks*” project contributed to the setup of a major risk prevention and management policy in line with law 04-20 of 25 December 2005 on major risk prevention and disaster management within the context of sustainable development, and the Algerian Government’s efforts in this area. The “*Tassili-Abaggar*” project fits with Algeria’s policy for the protection of natural and cultural heritage and the implementation of law 98-04 of 15 June 1998 on the protection of cultural heritage, which stipulates that nature and culture are indivisible.

Many projects contribute to the implementation of Algeria’s international commitments for environmental protection. For example, the “*Second National Communication*” project aims to support Algeria in honouring its commitments to the UNFCCC, ratified in April 1993, and the “*Integrated management of the Guerbès wetlands*” project is part of the implementation of a series of international conventions to which the country is a signatory (Ramsar, UNCBD, UNCCD, CITES, Law of the Sea, Barcelona, Marseille, Sevilla Strategy). The UNDP component of the “*Mine action*” project helps Algeria to honour its commitments under the Ottawa Convention (signed in 1997, ratified in 2001 and entered into force in 2002) by destroying all of its anti-personal mine reserves and providing a general humanitarian and development-focused solution to the socio-economic consequences for the populations. This followed a request from the President of the Republic for UNDP support in this area. The “*Vulnerability/natural risks*” project is part of the Hyogo Framework for Action (2005) whose priorities serve as a general reference, and of the United Nations International Strategy for Disaster Reduction, to which Algeria has committed.

### Relevance of the approaches

Some of UNDP's activities in this sector are part of ongoing measures, showing a degree of coherence within the programme, but the themes chosen are also highly diverse.

The “*Municipal waste management*” project followed two nationwide capacity building projects: one which introduced environmental education into the national school system, and the other which introduced new environmental subjects including waste management into the professional teaching and training curriculum. The “*Vulnerability/natural risks*” project also followed two initiatives supported by UNDP: one involving building national capacities on seismic risk prevention, and the other involving the establishment of a geographic information system (GIS) with disaster and emergency services, as part of industrial risk prevention. The “*Tassili-Ahaggar*” project, on the other hand, was designed in two phases from the outset, with the second phase hinging on the success of the first. The “*Second National Communication*” project follows on from a first project which made it possible to submit Algeria's First National Communication in 2001 and built the capacities of the various sectors, institutions and experts concerned. It aims to capitalise on the experience gathered during the first exercise and use it to prepare the SNC, taking into account lessons learnt and any flaws identified.

UNDP Algeria's environment portfolio includes ten projects that are either in progress or have just been completed, and six other projects currently at the formulation or launch phase<sup>47</sup>. The themes covered by these projects are very diverse.

### 4.3.2 EFFECTIVENESS

The effectiveness of UNDP's activities is considered moderate. Some projects have shown convincing results, but the majority have not led to real changes beyond the expected outputs. Moreover, results can vary significantly from one project to the next or within a single project, from both a qualitative and a quantitative standpoint.

The projects whose activities were perceived as effective are those that successfully created synergy at the local level, within a specific area (*Guerbès-Sanhadja*) or in a limited number of sites (e.g. UNDP component of the “*Mine action project*”). This synergy is enhanced by involving all stakeholders, including civil society, particularly in identifying the needs. Projects implemented across multiple sites had mixed results which varied from both a quantitative and a qualitative standpoint<sup>48</sup>.

The logical framework and work plans of the *Tassili-Ahaggar* project were modified during its execution, due to the poor initial design of the project which gave insufficient consideration to the vastness, diversity and accessibility of the area, and to the specific social organization of the Touareg target populations. Moreover, the main partner, the Ministry of Culture, was not involved in preparing the initial project document. Some activities were abandoned because they were deemed unachievable; others were modified in order to make them more coherent yet still in line with the initial project objectives. Significant variations in terms of implementation and results have been noted between the two chosen parks and the different sites. For

47 Project involving the development and implementation of an integrated waste management plan, project involving the creation of a sensitivity and vulnerability map of the Algerian coast, project focusing on carbon neutral development and the CC resilience of *Boughzoul* and surrounding areas as well as the *Djurdura* mountain range, project involving biodiversity planning and implementation of the strategic plan for the CBD (2011-2020) and the Aichi Targets, project involving capacity building for accessing and sharing the benefits of the genetic resources of Biodiversity, conservation of Biodiversity in Algeria's cultural parks.

48 In some projects, such as the “*Tassili-Ahaggar*” project, the number of sites was determined after an identification of the context that was considered to be inadequate. In others the number was increased without consecutively adjusting the necessary resources, such as for the “Household waste management” or “Vulnerability/natural risks” projects.

example, one of the project outputs, negotiations for collaborative management agreements, was underway in one of the parks but still in the embryonic stage in the other. Moreover, one of the selected sites was excluded during the project due to its inaccessibility and ensuing logistical implications<sup>49</sup>.

The “*Household waste management*” project enabled the development of 19 household waste management master plans, but the latter were never used because they did not suit the context or meet the needs of the beneficiaries. A general information, education and communication (IEC) strategy was developed but it was not based on the needs of the municipalities and civil society and, for the most part, the latter had no knowledge of it. The training programmes organized covered basic key concepts (e.g. waste treatment techniques such as burial, composting and incineration) and the design and creation of sanitary landfills, giving participants the means to draft specifications, perform monitoring and supervision of the construction of treatment and waste sorting facilities, and identify the necessary investments and equipment. However, they did not take into account the specific issues confronting stakeholders, but were instead focused more generally on collection. Furthermore, due to limited resources, not all staff of the environmental departments and municipalities in question were able to attend all of the sessions<sup>50</sup>. Consequently, the household waste collection and transport situation was not improved in those *wilayas*.

The documents produced as part of the “*Vulnerability/natural risks*” project (risk exposure and risk prevention plans) are of varying quality, as the methodology used was not always very scientific. Training sessions were only delivered to two of the 10-15 people that composed the local technical committee (LTC) and were only

useful for those who already had basic technical knowledge. The resource people trained were selected so they could train the other members of the LTCs, but this did not occur. In many cases, the equipment and software provided proved to be inadequate and was used very little if at all.

UNDP encouraged cooperation and partnership opportunities with institutions that were not used to working together at central and local levels. The “*Vulnerability/ natural risks*” project improved intersectoral relations by creating a national technical committee with representatives of the major organizations involved in risk management and monitoring, and of LTCs which are the local mechanism for coordination and cooperation in local implementation of technical pilot operations. The UNDP component of the “*Mine action*” project encouraged the creation of an intersectoral partnership between local authorities, local associations and the population, in particular, former mine-clearing experts and soldiers were called upon to participate. At both the central and local levels, the project developed awareness of the benefits of intersectoral coordination and, at the local level, of the potential contribution of associations and the public. The project helped to remove institutional blockages through outreach work at local level, which was appreciated and a source of motivation for the various stakeholders. A partnership was established between associations and the social welfare department of the Ministry of National Solidarity to enable the secondment of state-employed psychologists for victim assistance, and with the ministry itself to raise funds for micro-projects focused on economic reintegration. It also made possible a fruitful collaboration with a research institute in Oran (*Centre National de Recherche en Anthropologie Sociale et Culturelle*) to perform a study on the socio-economic impact of anti-personnel mines.

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49 Final project evaluation report, October 2010.

50 Final project evaluation report, February 2010, Moreau & Makhoukh.



UNDP's activities succeeded in developing awareness of the importance of IEC and made it possible to formulate a strategy and plan for this. All of the projects reviewed contained a section devoted to awareness-building and communication, although in many of this was not fully implemented and institutionalised. For example, the "*Household waste management*" project produced a general IEC strategy, though this was not rolled out or tested in the 10 pilot towns as planned in the project document. Similarly, the IEC strategy for major risks prevention was established, but was not implemented everywhere at the local level, due in part to a lack of financial support.

Capacity building mainly occurred at an individual level, and there is no tangible evidence to suggest that to date it has led to significant changes in the way the institutions function. In the case of the "*Vulnerability/ natural risks*" project, training sessions on geological, seismic, climatic and meteorological risks benefited 120 managers from the LTCs, and those on GIS and the creation of a conceptual data model benefited 20 managers. Likewise, as part of the "*Tassili-Ahaggar*" project, 198 people including management staff, conservation officers, technical staff responsible for monitoring biodiversity and administrative personnel were trained on different themes, with different outcomes. The training sessions on office computing and GIS had an immediate impact on the day-to-day work of the trainees, whereas others sharing scientific knowledge were less directly applicable.

In some cases the results of capacity building can be clearly seen. For example, new mine clearing techniques shared with 10 trainers and 7 quality control inspectors under the UNDP component of the '*Mine action project*' have improved the capacity of the army, and the number of accidents caused by mine explosions

has fallen considerably. After the participation of the Ministry of Culture in debates around land use planning, the new land management vision takes into account the need to protect natural and cultural heritage. Finally, as part of the project in the *Batna wilaya*, documents on vulnerability (risks map) were produced resulting in operational investment decisions<sup>51</sup>, and training courses completed by local forest conservation staff under the '*Vulnerability/ natural risks*' project in the *Sidi Bel Abbès wilaya* improved knowledge on controlling forest fires and of firefighting equipment.

### 4.3.3 EFFICIENCY

#### Efficiency of the management

**The efficiency of the management of all UNDP's activities is qualified as slightly satisfactory or unsatisfactory, due to significant delays and schedule overruns (6 years on average<sup>52</sup>) experienced in all implemented projects.**

Table 7 below illustrates the delays and overruns for each environment-related project and the main reasons for them (other than the terrorist attack).

#### Efficiency of programmes

Budgets were adhered to overall, but increases in the volume of activities for certain projects already underway had a negative impact on output quality.

For example, the "*Household waste management*" and "*Vulnerability/natural risks*" projects experienced an increase in the number of *wilayas* targeted, with no adjustments to the budget or timeframe for execution. This had negative repercussions on the quality of the outputs (inconsistent quality of documents produced, superficial capacity building due to having to limit the number of participants, etc.).

51 Final project evaluation report, February 2012, Bouchard & Trache.

52 Or five years, if taking into account the interruption due to the terrorist attack on the UNDP premises in December 2007.

**Table 7. Project delays and causes**

Project title	Expected duration	Actual duration	Reasons
Household waste management	3 years (2003-2005)	8 years (2004-2011)	None identified.
Vulnerability/ natural risks	1.5 years (2005-2006)	6 years (2007-2012)	Delays in receiving government and donor contributions.
Tassili-Ahaggar	3 years (2006-2008)	7 years (2006-2012)	Implementation problems due to flaws in the design and original understanding of the project which led to revising the logical framework and work plans. Lack of ownership due to the main partner not being involved in the design process. Ambitious goals given the expected duration of the project.
Second National Communication	3 years (2006-2008)	5 years (2006-2010)	Project team changes during execution. Limited ownership. Absence of partnership with other stakeholders concerned.
Mine action	2 years (2007-2008)	6 years (2007-2012)	Delays in receiving the government contribution.
Guebès wetlands	2 years (2007-2008)	7 years (2007-2013)	Slow bureaucratic processes. Difficulties in identification of necessary expertise.

#### 4.3.4 SUSTAINABILITY

**The sustainability of the results of UNDP activities is moderately satisfactory and varies according to the extent of ownership by the beneficiaries of the project.**

Generally speaking, the sustainability of project results and measures implemented has been higher the more participatory the design, and the better the identification of needs. For example, the UNDP component of the “*Mine action*” project identified local needs using a participatory approach. A 2007 UNDP-funded study by the international NGO Handicap International on awareness-raising and educational requirements for the prevention of mine-related accidents, which included participation of local people in developing locally-rooted educational materials, formed the basis for new and supplementary analysis. A later study carried out by the *Centre National de Recherche en Anthropologie Sociale et Culturelle* in Oran looked at the

socio-economic impact of anti-personnel mines in the seven most affected *wilayas*. Despite the absence of an exit strategy, the project resulted in a high level of ownership by locals and this helped to ensure the knowledge was retained in the long term. Now that the project is complete, the trained local associations and reference people continue to educate locals about mine-related risks. Additional funds were provided by the Ministry of National Solidarity for the implementation of micro-projects identified during the project. Funding was also obtained for Handicap International from *Agence Française de Développement* for assistance and care for victims.

The project description for the “*Integrated management Plan for the Guebès wetlands*” project was also elaborated using a participatory approach, in order to determine the actual needs of the population and identify project activities. This involved representatives from local government and civil society, such as farmer associations.

Likewise, the identification of local needs for environmental education and awareness-raising for the conservation of the *Guerbès* wetlands and the elaboration of the integrated management plan applied the same approach.

Other projects did not employ participatory analysis and design and this affected sustainability. For example, the “*Household waste management*” project was designed solely with the Ministry of National Planning and Environment (MATE) with no participation from the main beneficiaries. This is true also for the “*Vulnerability/natural risks*” project, whose document was initially drafted by the UNDP Bureau for Crisis Prevention and Recovery with no activity in the field. Following several reformulations involving UNDP and MATE, it was decided that the project would be carried out in four *wilayas*. This number was then increased to nine, but the total budget and the time frame allocated for execution remained unchanged. The *wilayas* in question and their supervisory ministry (Ministry of the Interior and Local Authorities) were never consulted during the elaboration of the project. Moreover, the document fails to propose a detailed intervention strategy and this resulted in a slow and difficult start. The actual context in which it was supposed to be implemented was not taken into account; including the human element (the profiles and technical skills of the people involved were ill-matched). Furthermore, the sustainability of the project was affected by other factors including the excessive turnover of managers involved in the project, insufficient capacity building which focused more on knowledge than skills, a lack of synergy with existing local expertise particularly in the academic sector, and the temporary nature of the structures set up (such as LTCs) which stopped functioning once the project was closed<sup>53</sup>.

In the “*Tassili-Abaggar*” project, stakeholder ownership was difficult in the beginning, resulting in

a long start-up phase, but did eventually develop, including from the Ministry of Culture. This was one of the most positive results of the project, helping to build a vision and identify challenges relating to biodiversity, and the indivisibility of cultural and natural heritage.

#### 4.4 GENDER (OUTCOME 11)

Outcome 11 of the UNDP country programme 2012-2014 reads: “access to health services, education, training and social protection is increased, the quality has improved and existing spatial disparities and social discriminations are reduced, particularly with regards to women, children, the disabled, and people affected by HIV/AIDS.”

There are two types of activities relating to gender. The first are activities directly and solely focused on gender equality goals which, though related to ‘vertical’ themes such as governance and human development (and to some extent sustainable development<sup>54</sup>), are not connected to them consistently. The second type includes activities that were undertaken to strengthen gender mainstreaming in the strategic aims.

##### Projects solely devoted to gender equality

These are two inter-agency projects:

- The “*Ending violence against women*” project, supported by UNDP and UN Women in partnership with UNICEF and the United Nations Population Fund (UNFPA), with an in-kind contribution from the Government. The objective is to help implementation by developing an operational plan, information systems, counselling facilities and socio-economic reintegration services for women who are victims of violence, awareness-raising and communication and providing support for NGOs. The system’s database protocol exists, but the mechanism is not yet functional or networked.

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53 Final evaluation report, interview with the main consultant and field visits.

54 E.g. the UNDP Mine action project.



- The “*Gender equality and empowerment of women in Algeria*” project was signed in 2009 and closed in 2013. It was implemented by the UNDP, with participation of the International Labour Office, United Nations Industrial Development Organization (UNIDO), UNICEF, UNFPA, and UN Women. The ministry responsible for the family and women was the main national partner for the implementation of the project.

#### **Projects where gender is mainstreamed**

Gender is a cross-cutting issue, mainstreamed in projects under the three core areas detailed above.

- In the area of governance, phase 3 of the “*Support for the Parliament*” project includes a gender aspect, and expected results include the creation of a forum for women parliamentarians and activities to encourage the representation of women in parliament and increase their political and social role.
- Other projects include activities that target women, such as integrated local initiatives focused on economic and social development. For example, the inter-agency “*Ksour Route*” project includes a training component for the integration of gender into the whole process, as well as capacity building for NGOs (youth, women, local authorities) essentially via training sessions.
- The “*Local development in Charouine*” project (in collaboration with UNICEF, UNFPA, GDF-SUEZ and SONATRACH) explicitly aims to benefit women through activities such as establishing community development centres where women can learn to read and receive help in creating income-generating activities. In this context, 825 women benefited from school supplies, training sessions on the creation of weaving workshops, and a field trip to *Ouargla* and *Ghardaïa* for the craftswomen of *Charouine*.
- In terms of environment and sustainable development, the “*Integrated management plan for the Guerbès – Sanhadja wetlands complex*” encourages the participation of rural women, particularly as part of the education and awareness-raising programme, and expected the project team to use a positive discrimination approach to recruiting.
- The “*Conservation and sustainable use of biodiversity of global concern in the Tassili and Abaggar National Parks*” project made efforts to hire and integrate female personnel into the staff of the project and parks. Although the project document observed that the social structure of local communities was matriarchal and that the women participate actively in decisions regarding land use and management, consideration of women was limited to the drafting of a list of needs and providing tools which were not always of use for generating income. In reality, negotiations regarding the collaborative management agreements only involved men.
- The UNDP component of the “*Mine action support*” project is aimed at vulnerable populations and children in particular. Some activities were identified specifically for women, to enable their economic integration. Like the men, they benefited from education and awareness-raising sessions, most often delivered by women in order to take into account cultural obligations. Nevertheless, most of the reintegration activities were related to livestock farming and were aimed at men as the head of families. This project was a missed opportunity to incorporate concepts of gender equality which seek to reduce disparities between the sexes.

#### **4.4.1 RELEVANCE**

##### **Relevance of the objectives**

**The alignment of UNDP’s gender equality-related activities with national priorities and the country’s international commitments is clearly satisfactory for the 2009-2013 evaluation period.**

All of the outputs which were designed and implemented are in line with the Algerian

Government's determination to establish gender equality in the country. Algeria has ratified the main universal instruments<sup>55</sup>, including the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, the International Covenant on Civil and Political Rights, the Convention on the Political Rights of Women, and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the latter having been ratified with reservations<sup>56</sup> in accordance with the rights of States as outlined in the Vienna Convention on the Law of Treaties from 1969 (articles 19 to 23). Algeria also ratified the Beijing Declaration and the Platform for Action as well as the Millennium Development Goals. It has also ratified the African legal instruments relating to the political rights of women. UNDP has particularly supported Algeria's commitment to MDG3, with special support for its component relating to the ratio of women employed in non-agricultural sectors (MDG3.2), as evidenced by the various projects with different governmental partners which target the promotion of income-generating activities.

#### **Relevance of the approaches**

**The relevance of the approaches to gender equality and integration of the gender perspective is less satisfactory over the period of this 2009-2013 evaluation.**

This is mainly due to the conceptual framework being limited to women-centred activities (for a major part of the outputs achieved), accentuated by a lack of expertise (internal and external) on the subject of gender, thus weakening the achievement of the expected outcome. Moreover, the inadequate use of participatory approaches in the design of the programmes and projects with regards to

identifying the needs of women and men at all levels (a comment which came up in most of the interviews conducted by the mission), diminishes the relevance of the approaches and consequently the achievement of the expected outcome.

#### **4.4.2 EFFECTIVENESS**

**For the period under assessment, the effectiveness of programmes and projects including a gender element is moderate.**

The joint UNDP and UNFPA project "*Ending violence against women*" was based on a logical framework of results and indicators with the expected output: "the implementation of the national strategy to combat violence against women will be supported through suitable training and services, delivered both remotely and locally". UNDP was involved in the creation of various sub-outputs, including an information system/ database dedicated to gender-based violence (GBV). This information system has been designed, but to date is still not operational. This is also the case for the planned communication strategy, which has been developed but, at the time of the assessment, had barely been applied, and for the establishment of a multi-sectoral reference, orientation and case management system for women survivors of GBV. This project has been inactive since 2012, and to date has been neither evaluated nor closed.

The joint "*Gender equality and empowerment of women*" programme included several agencies of the United Nations system working with the Ministry of National Solidarity, Family and Women's Affairs (MSNFCF). The involvement of UNDP<sup>57</sup> made it possible to implement some activities, the most successful of which were studies, surveys and assessments that bring a useful

55 The national report on the declaration regarding gender equality stated that any duly ratified treaties prevail over domestic law. The report affirms the principle that "after ratification and upon publication, any convention is incorporated into domestic law and, pursuant to article 132 of the Constitution, acquires a higher status than the law, thereby permitting any Algerian citizen to invoke it in the courts." (MDCFCF, Report, June 2006).

56 These reservations, as with many muslim countries, related to questions of inheritance and adoption.

57 UNDP only carried out seven of the activities for which it was responsible.

perspective to certain specific aspects of the status of Algerian women and will help clarify the programme and project policies of Algerian institutions in this area. The increased gender awareness of key players in these institutions should markedly improve their gender analysis. Moreover, the joint programme undeniably reinforced a national structure which can play a unifying role in national efforts towards gender equality and the empowerment of women, known initially as the Ministry Responsible for the Family and the Condition of Women (MDCFCF) and later as the MSNFCF. As the main partner for the mainstreaming of gender issues and the national director of the project, this institution had the opportunity to strengthen its operational capacity and above all to gain legitimacy and credibility in the eyes of other institutions.

Nevertheless the programme had weak points, namely the lack of coordination between the United Nations agencies involved, and the overly ambitious sub-outputs, particularly those related to the creation of income generating activities for rural women at the local level and the incorporation of a gender element in local planning processes. The programme suffered considerably from a lack of gender mainstreaming expertise in its design and consequently in achieving the expected outcomes. Moreover, involvement of civil society organizations and social workers was limited. As a result, the expected outcome had very little impact on this category of stakeholder targeted by the programme.

As regards the projects in other thematic areas which include sections focused on women, their effectiveness is not proven when it comes to the promotion of gender equality (GE), as this is not listed as an expected outcome in the project documents. Increased efforts must be made with stakeholders to raise awareness of the usefulness of a gender approach in their programmes and projects. At the end of 2013, a project was dedicated to this question, and a conference on the

“effective and sustainable participation of women in elected assemblies” was organised in cooperation with the Ministry of Foreign Affairs and the parliament. The Algiers Declaration on “gender equality as an integral aspect of Human Rights” was the main outcome from this.

#### 4.4.3 EFFICIENCY

**The efficient incorporation of gender elements into programmes and projects is moderate.**

UNDP was moderately well organized in terms of providing human resources and funding to this issue. The shortage of personnel in the Country Office resulted in a heavy workload for each of the programme managers, who often have to manage several tasks simultaneously with the partners<sup>58</sup>. This was particularly true for the joint programme and the “*Ending violence against women*” project. Although, generally speaking, national and international partners appreciate the project managers for their skills, almost all deplore the fact that there are too few of them.

Where financial resources are concerned, the amounts allocated are not called into question. Rather the complexity of UNDP procedures is always mentioned and given as the reason why resources are rarely fully used. When they are, this is done over extended periods, which results in delays and characterized by smaller than expected disbursements. Moreover, the projects suffered reduced visibility.

Partners deem that UNDP’s services in providing high level expertise were of a high quality overall. Nevertheless, where gender is concerned, this expertise was lacking as early on as the design phase of the programmes and projects. This led to favouring an approach focused on women to the detriment of a real *gender* perspective. This greatly influenced the output quality of “gender equality” projects and, consequently, the effectiveness of their outcomes.

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58 The excessive workload burdening the United Nations System agencies is due to the direct execution (DEX) procedure.

It should also be noted that programmes of the UNDP Office show some weakness in their ability to mainstream the gender perspective in their programmes and projects. A guide to the institutionalization of the gender approach in the policies and programmes of UNDP's office in Algeria was produced in 2006<sup>59</sup>, but to date it is seldom applied. It is worth emphasizing that for these two projects it is difficult to talk about continuity between the two programming cycles, because they have both existed since the 1st cycle (2007–2011) and, following a hiatus of nearly two years due to the terrorist attack, were renewed in their existing state<sup>60</sup>.

#### 4.4.4 SUSTAINABILITY

**The sustainability of the expected outcomes of incorporating a gender element can be deemed moderate given the variable ownership of the results by stakeholders.**

For the two women-centred projects, national ownership is a given, because the country already has policies that encourage GE. The joint programme benefited from extensive ownership by both the main national implementation partner (MSNFCF) and the other governmental partner institutions, which had already incorporated women-centred activities in their respective programmes to some degree. Ownership by local authorities and civil society organizations at the local level is less obvious, where capacity building activities did not enable a proper transfer of skills. For the *“Ending violence against women”* project, ownership is more problematic, particularly of the tools for recording cases of violence (database) or of advocacy against GBV. Both technical and financial activities will most likely be necessary in another programming cycle to ensure sustainability of these results.

The other projects which include a women-centred aspect are not innovative enough and do not

use a participatory approach involving both men and women to find the means to reduce discrepancies observed between the sexes. Therefore, little knowledge was passed on in terms of analysis for GE and there were few convincing results to support it. Ownership is therefore significantly reduced and sustainability suffers as a result.

#### 4.5 MAIN FACTORS THAT AFFECTED UNDP'S PERFORMANCE

The evaluation team deemed it useful to identify the main factors which had a positive or negative impact on UNDP's performance, in so far as these particularly affected the results in Algeria. Several determining factors in achieving results were identified, such as: committed project teams; highly engaged coordination and steering committees; consistent support from the Country Office; and dedicated personnel.

On the other hand, a range of factors had a negative impact on UNDP's performance. The impact of the 2007 terrorist attack on the implementation of the programmes and projects and on UNDP's human resources and documentation caused delays of over two years between the design of projects and their execution. The resumption of activities was slow and gradual, thus affecting the efficiency of the project activities designed during the 2002–2006 cycle. According to the mid-term review, “the combination of the projects which ended in 2007 and the consequences of the terrorist attack had a particularly negative impact on a portfolio which had increased over the years and benefited from significant support, both from national partners and from certain donors. Activities in 2008 were negligible and the resumption of activities in 2009 was slow and modest.” The activities of the Country Office did not resume in any significant manner until 2010, with the move to the new premises. The loss of lives in the 2007 terrorist

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59 Financed by the UNDP Gender Thematic Trust Fund (GTTF).

60 UNDP Country Programme Action Plan for 2012–2014. June 2013.



attack affected the institutional memory and the continuity of all programmes, particularly that relating to governance. But it also deeply affected the Country Office and shocked the personnel.

Cumbersome administrative procedures on the part of both UNDP and the Government also affected project efficiency, particularly in terms of consultant recruitment. The Country Office encountered chronic difficulties in identifying high-calibre French-speaking experts to support its activities in certain specialized areas for which the office did not have internal resources, and these were difficult to identify even on a nationwide scale<sup>61</sup>. Furthermore, the size of the country and the location of certain projects in regions (particularly the *Grand Sud*) penalized by isolation, weather conditions, and – in some cases – the time required to obtain the necessary travel permits, were also major challenges.

The thematic dispersion and the multitude of smaller projects affected UNDP's management capacity, focusing it on operational activities to the detriment of strategic support. Some elements of projects are aimed at women and vulnerable groups, but these are only components. Equality and fairness are not integrated across the board. Skills in the inclusive and participatory approach to gender are limited and this has implications for programme and project planning, indicators and monitoring.

Difficult ownership of the projects, due in particular to an inadequate identification of the needs of the stakeholders concerned, affected the effectiveness and sustainability of the results achieved. The high management turnover in partner institutions<sup>62</sup> and the temporary nature of some of the monitoring and evaluation mechanisms hinder the sustainability of the results obtained.

Management of the programmes/ projects has not been sufficiently focused on results. The absence of a mechanism for monitoring progress towards the outcomes, not just the outputs, has also affected effectiveness, since this does not encourage adaptive and responsive management of the activities. The programme documents do not explicitly demonstrate the logic connecting the outputs to the expected outcomes and the project documents describe activities without explaining how they will contribute to the results expected from the programme<sup>63</sup>.

These factors affecting performance can be categorized as 1) endogenous to UNDP or 2) due to the environment, and are summarised in table 8 below.

The next chapter reviews the conditions in which the contributions to the development results were obtained, and whether they improved or weakened UNDP's positioning.

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61 As examples, in the case of the justice project, three calls for experts were issued and yet a candidate with the required skillset could not be found. Likewise for the "Guerbès-Sanhadja" project: an English engineering firm had to be hired for the development of an educational centre in the wetlands based on the needs expressed by the population, but the plans have not yet been implemented due to a lack of qualified contractors.

62 For example, where the environment is concerned: the National Climate Change Committee, the local technical committees for the issue of vulnerability and natural risks, etc.

63 For example, in the case of the project to assist with the social reintegration of prisoners, the indicators focus on the activity (number of people able to conduct a treatment programme; number of prisoners who have benefited from treatment), but there is no indicator to link these outputs to the outcomes or which would show the situation before and after the work was carried out.

**Table 8. Factors affecting UNDP performance**

<b>Factors endogenous to UNDP</b>	<b>Factors due to the environment</b>
<ul style="list-style-type: none"><li>• Consequences of December 2007</li><li>• Project resources are dispersed (activities are scattered, particularly from a geographical standpoint)</li><li>• Projects are oversized (too ambitious) compared to available resources</li><li>• The office has insufficient resources for the workload (understaffed)</li><li>• Cumbersome administrative procedures/ delays</li><li>• The principles of RBM are insufficiently applied</li><li>• Low capacities with regards to gender issues</li><li>• The structure of private sector partnerships is vague</li><li>• UNDP's communications function is weak</li><li>• Absence of an exit strategy for projects</li></ul>	<ul style="list-style-type: none"><li>• Size of country and location of certain projects</li><li>• Diversity of local circumstances</li><li>• High turnover of public officers and loss of institutional memory</li><li>• Cumbersome administrative procedures of partners</li><li>• Insufficient involvement of some public and private stakeholders</li><li>• Delays in the payment of financial contributions due to revisions in the payment method</li><li>• Insufficient ownership due to the temporary nature of some mechanisms created or to an inadequate identification of the needs of the targeted stakeholders</li></ul>





# STRATEGIC POSITION OF UNDP

This chapter evaluates UNDP's strategic positioning in Algeria. It analyses the relevance of the strategies and approaches implemented in response to the main development problems in the country, and UNDP's capacity to adapt to changes in context and to maintain a balance between short- and long-term responses. It also examines the extent to which UNDP has been able to maximise its institutional strengths and advantages within the country, and assesses its performance in promoting the values of the United Nations.

### 5.1 STRATEGIC RELEVANCE AND RESPONSIVENESS

**Between 2009 and 2013, UNDP's strategic positioning was satisfactory although variable according to the type of activity.**

With regards to strategic projects, UNDP was sometimes able to influence the Government's decision-making process by providing expertise and creating visibility. For example, projects related to economic reforms have helped to bring greater visibility to the decision-making process. With regards to operational projects, new dynamics have been created thanks to support for ad hoc local initiatives which have sometimes encouraged the Government to implement programmes to increase equality between different areas of the country. In this way, these projects have indirectly contributed to these areas receiving public assistance sooner.

**UNDP's capacity to adapt to the demands of the Algerian Government was rated as good**

**for strategic projects, though less satisfactory in the case of projects in the field.**

In strategic projects, emerging needs were fewer and could be satisfied through budget revisions or additional financing from UNDP or government funds. However, operational projects were often pilot or demonstration projects where emerging needs were not matched by resources available. UNDP was generally receptive to requests received and demonstrated good responsiveness, in some cases being the first development partner to seize an opportunity for action.

In terms of governance, over the period under review UNDP support was mainly limited to the consolidation of results from earlier phases. At the time of this assessment, however, there were signs of a new impetus, with new projects in new areas under development. Existing evaluations and interviews with stakeholders show that UNDP activities that started in the early 2000s – after a difficult period for Algeria – provided national institutions with access to international approaches, with new experiences and ideas that have been described as “exemplary” and “exceptional”.<sup>64</sup> The new “*Support for the Algerian Parliament*” project, signed at the end of 2009, should consolidate the results of earlier phases. The “*Support for the modernisation of the justice system*” project, which started in 2003, has been extended in order to continue computerisation of the judicial sector. These two projects have mainly focused on computerisation, which is in line with the national priority of modernising the state, but have not had the same innovative characteristics as previous phases.

<sup>64</sup> As an example, the evaluation of the Support for Parliament (2007) project noted that its most pertinent results were the productive collaboration developed with and between the two Chambers and the establishment of a genuine climate of trust. The support provided by UNDP at the time also improved communication between parliament, the media and civil society.

In the area of justice, results achieved before 2007 – such as the implementation of a computerised criminal records system and measures to facilitate the social reintegration of prisoners – were considered by interviewees for this ADR to be some of the most significant results achieved through UNDP support. UNDP provided new ideas, in the form of support for activities targeting the most vulnerable people in the justice sector, or of capacity building of women parliamentarians.

After United Nations advocacy and government efforts to increase the number of women elected representatives to the National People's Assembly, the figure now stands at 31.6%, most of them newly elected. UNDP proposed training on communications for these newly-elected women parliamentarians, as well as a new project to strengthen their effective political participation. An international conference on the effective and sustainable participation of women in elected assemblies was organised in Algiers in December 2013.

A number of other new subjects have been included in the strategic documents drawn up by UNDP with the Algerian Government (SCF, CPD and CPAP), in line with the programme of reforms and the five-year development plan (2010 - 2014). These include building national capacity in areas such as human rights, fighting corruption, modernising public administration and partnerships with civil society. This reflects the new dynamic created between UNDP and the Algerian Government in the area of governance.

**UNDP's flexibility, particularly in comparison with other international bodies, was appreciated by national partners but also resulted in some activities being delayed.**

UNDP flexibility made it possible to adapt work plans to changes in the country or project context. This meant that UNDP could support the Algerian Government to implement pilot actions, even when the exact costs were not known at the outset, and adjust training programmes to meet emerging needs. For example, a seminar on e-justice had not initially been scheduled, but fitted the

need of the Directorate-General of the Ministry of Justice to share its experiences and learn from the experiences of others. However, although this flexibility was greatly appreciated, it also resulted in delays to certain activities of strategic importance for UNDP and the Government, such as the capacity-building of women parliamentarians.

In terms of economic and social development, the UNDP's responsiveness to emerging needs varied for strategic and operational projects. For strategic projects, it was both possible and positive to be responsive, as the needs were limited and there was a framework of annual budget revisions, and some additional UNDP or government funds were available. With regards to operational projects, UNDP was not always able to be responsive to emerging needs, due to the scale of the needs and the availability of extra or reallocated funds, which needed to be mobilised through the private sector. Emerging needs tend to relate to local deficits that were often too great to address within the framework of pilot or demonstration projects.

With no clear predefined mechanism to coordinate long-term needs with short-term assistance requests, it was difficult for the Country Office to proactively propose longer-term projects which allow flexibility in response to new challenges. The result is a portfolio of projects that are either a direct response to requests from the Government, or proposals that the Country Office had difficulty in "selling" to institutions because they were not sufficiently innovative. Thus a sizeable portfolio of projects was created, but without consolidating UNDP's positioning.

For the environment theme, UNDP was able to seize some opportunities and thus become the first partner to intervene strategically, and demonstrate responsiveness to one of the country's priority needs. UNDP was a pioneer in Algeria in the area of vulnerability to risks and natural disasters (see Chapter 4), and the project addressing this issue would probably not have come to being without its support. The same applies for the *'Integrated Management Plan for Guerbès-Sanhadja'* project, which is a flagship project in the Mediterranean

basin for the introduction of innovative concepts in spatial and temporal dynamics of ecosystems, vulnerabilities of natural resources, payment for environmental services and returns on investment in wetland conservation. UNDP was also the first to provide support for Algeria's fight against anti-personnel mines, following a request from the Algerian Government within the framework of its implementation of the Ottawa Treaty.

## 5.2 ABILITY TO CAPITALISE ON ITS STRENGTHS

During the previous cycle of cooperation, UNDP's activities had not been inclusive enough. They were mainly focused on supporting national programmes and partnerships with the Government and national institutions, resulting in a perceived loss of neutrality. It should be underlined, however, that post-2007, UNDP dedicated most of its efforts to restarting its activities and strengthening its relationships of trust and credibility with its various partners.

### **The level of leadership has varied for strategic and operational projects.**

At a strategic level, UNDP leadership was recognised when it concerned a particularly innovative project or when the required expertise was at the core of its field of competence. As a general rule, leadership is perceived to come from the Government, with the UNDP in the background, either as a source of technical support or as a service provider. This is the perception of representatives of institutions (NPDs), who are particularly aware of the national sovereignty of projects. In those projects which are furthest removed from the comparative advantages of the UNDP<sup>65</sup>, and where other United Nations agencies would be better suited, it would seem excessive to talk of leadership.

At the operational level, UNDP's leadership was particularly recognised in remote regions where often it has been the only international

organisation present, affording respect and recognition from populations satisfied by the interest being shown to them. UNDP was also widely recognised by beneficiaries for its training courses and expert input, particularly from those from decentralised institutions that were geographically and culturally remote from the centre.

**In the period under assessment, UNDP has drawn on its global network of expertise to encourage the sharing of experiences and introduce examples of best practices, particularly in terms of South-South cooperation. However this has been unequally applied, according to the subject area in question.**

In terms of governance, UNDP used its network to create opportunities for discussion. The "Support for Parliament" project sent 13 participants to Norway for an immersion visit on the working of the Norwegian Parliament and local government system, the participation of women in parliament and the role of young people and the media in political life. In December 2013, the project organised an international conference, in cooperation with the Ministry of Foreign Affairs and the parliament, bringing together participants from around 20 countries to discuss the effective and sustainable participation of women parliamentarians. When members of parliament and civil society associations met, the project allowed representatives from other countries to attend and share international experiences. The "Support for the modernisation of justice" project organised study visits to Lithuania, Turkey and Egypt. An international seminar on e-justice was scheduled for October 2013 but was postponed for reasons unrelated to UNDP and the project. Through its extensive network and comparative advantage in sharing international experiences, UNDP can help Algeria to build relationships and share experiences, though a number of interviewees felt that UNDP could have done more to enable Algeria to benefit from the experience and expertise of other countries.

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65 For example, projects on industrial strategy, the financial markets and the *Força* project.

In the area of economic and social development, UNDP's strategy did not make best use of its global network. Several diverse partnerships have been developed, but they were inspired more by the aim of some projects to promote intersectoral working than by the desire to apply leverage or seize opportunities for South-South discussions and cooperation. Having said that, UNDP was well positioned to identify new partnerships. Depending on the project, these partnerships were either developed with other UN agencies (UNFPA, UNICEF) because of their multi-dimensional components, with national bodies (such as universities or research centres), with civil society or with donors to provide budget reinforcement or complement project provisions. These donors were either governments (such as Japan) or private companies (such as oil companies Statoil, Anadarko, GDF-Suez). Partnerships with civil society were formed in cases where the project included outreach activities or participatory processes (e.g. *Charouine*, *Ksour Route*, *Força*).

Within the framework of the evaluation of the joint programme, the Country Office initiated discussions with other UN agencies on a number of key questions, including: capitalisation of focal points and the need for an institution or structure to coordinate gender issues; employability and empowerment; evaluation and replication of pilot projects (e.g. *Djelfa*); and support for the participation of civil society organisations and economic and social players, particularly business leaders and unions.

The UNDP programme encouraged South-South cooperation, although it was not a constant concern. Exchanges were organised within certain projects but these did not produce concrete results and did not generate cooperation opportunities. For example the *CNES* projects (in relation with NEPAD) and the "Industrial strategy" and "Financial markets" projects organised study visits and experience sharing with similar countries (Morocco, Tunisia), neighbouring countries (Mali and Niger) and emerging countries (Turkey). From an environmental perspective, UNDP had opportunities to support the Government in identifying

and encouraging South-South cooperation and/or calling on external expertise, but not all of these came to fruition. The UNDP component of the "*Action on landmines*" project allowed project beneficiaries (members of the armed forces) to travel to Ukraine, Benin and Jordan to follow recognised training courses. Partnership with an international NGO (Handicap International), which is very experienced in awareness raising and a community based approach, ensured the capacity building of local associations and populations. Representatives from associations involved in the project were encouraged to participate in international conferences of States parties and this allowed one of them to become the official Algerian representative to the *International Campaign to Ban Landmines* network, and exchange experiences with an Egyptian trainer who subsequently brought his expertise to Algeria. Similarly, the expertise of WWF Tunisia and that of a Tunisian communications expert were brought into the "*Integrated management of the Guerbès-Sanhadja wetlands*" project. However, the sharing of experience, expertise and information which should have taken place across the Maghreb region within the framework of the '*Second National Communication project*', or through other forms of bilateral and multilateral cooperation, did not occur.

**In terms of coordination, within UN Agencies and with other development partners, UNDP produced work at an operational level but of rather average quality.**

UNDP's effectiveness was limited because of the distinction that tended to prevail between the United Nations agencies, with each one operating separately and according to their own priorities. Some agencies, such as UNIDO and ILO could have usefully been involved in certain projects. With third parties, relationships were inexistent or of poor quality. The UNDP sometimes played the role of fund manager (e.g. GDF Suez in the *Charouine* project). At the strategic level, the UNDP achieved some convincing results in terms of the environment but it did not succeed in seizing opportunities for coordination with agencies such as UN Women or UNICEF, which



would have helped to avoid duplication, or with other bilateral or multilateral development partners over whom it has a comparative advantage in initiating discussions, opening new areas for reflection and working in the field.

**The managerial and technical capacities of the Country Office have not been analysed in depth during the ADR, though a certain number of observations were made. UNDP did demonstrate transparency in the management of resources coming from various donors and is generally appreciated by its partners on this question, even if its procedures are considered cumbersome.**

In the period under review, the Country Office was unable to implement its programme in a totally effective manner, that is to say, achieve all the expected results within the given timeframe and budget, for a number of reasons.

1. The programme was ambitious and dissipated by a multitude of projects;
2. The office had few staff, and could be described as understaffed with certain skills lacking within the team;
3. Too many staff were working on operational tasks because the National Execution system was not being widely applied<sup>66</sup> nor mastered by national partners;
4. A particularly bureaucratic approach and cumbersome operational procedures complicated and delayed project management.

In terms of visibility and communication, as has already been described in chapter 4, a number of partners highlighted that UNDP does not communicate enough about its mandate, its programmes and above all the results of its work, despite the fact that these are recognised as useful and bringing added value.

### 5.3 PROMOTION OF UNITED NATIONS' VALUES

**UNDP did help to promote United Nations' values (Human Rights, Millennium Development Goals, gender etc.), even if some of its activities tended to take it away from the areas of its mandate.**

Activities concerning the promotion of United Nations' values either took the form of targeted initiatives specifically related to one of the values or were integrated into the development programmes and projects implemented.

**Human development issues:** In support of the Government's desire and momentum to bring civil society into the formulation and implementation of policies relating to development, UNDP focused on strengthening civil society participation. Many of these organisations and associations have little capacity and limited resources for making their voice heard in public debate, and efforts in this direction are starting to bear fruit.

**Millennium Development Goals:** UNDP's work in the area of economic and social development took place within the framework of the MDGs and sustainable development. They also helped to reduce poverty (MDG 1), thanks to (i) capacity building activities in various areas of economic and social poverty, (ii) support for income-generating activities and (iii) promoting the access of underprivileged sectors of society to basic health, education and employment services. UNDP's contribution in pushing forward the national dialogue around human development and the MDGs was notable but limited. It worked indirectly through the *DevInfo* and *CNES* projects, by providing the necessary tools and methods for disseminating information on these topics. However, dialogue was not opened with civil society but was restricted to CNES and relevant public administrations.

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66 Even if NEX projects are becoming more common, notably as a result of the demand from the Algerian MAE, in reality, the procedures and rules relating to this are poorly understood by national partners and the Country Office is still responsible for performing many tasks.

UNDP's activities in the area of the environment fall within the framework of the MDGs. In addition to targeting sustainable management of the environment and natural resources (MDG 7), they also contributed to poverty reduction (MDG1), particularly thanks to the promotion of income-generating activities<sup>67</sup>. In addition, they contributed to an improvement in living conditions, wellbeing and public health (e.g. the '*Household waste management*' project, the '*Vulnerability/ natural risks*' project or the '*Anti-mines action*' project.)

The UNDP also played an important role in advocacy for the achievement of MDG 3 and inter-departmental cooperation within the Government through programmes and projects targeting women or attempting to mainstream the gender element. This work also contributes to MDG1 through focusing on employment of women and the fight against poverty. Projects seeking gender equality all conform to the values promoted by UNDP.

**Gender:** Links are currently being sought between "women's" projects and other projects such as those targeting local development. UNDP seized some opportunities to integrate the empowerment of women into activities, especially at national level and less at the local level. This has proven very relevant in terms of addressing gender equality in accordance with national priorities and objectives. UNDP's initiatives have mostly been operational, starting from the national towards the local, and results have been better nationally, though activities to mainstream gender are not well reflected as deliverables or, consequently, outcomes. Attempts to introduce projects specifically targeting women at a local level have not produced conclusive results, according to the evaluations carried out, as they have not benefited from a participatory approach.

Therefore there has been little balance between the national and local level in terms of gender.

Nevertheless, UNDP has been capable of mobilising resources and adapting to the context in order to meet emerging needs. UNDP has attempted to contribute to gender equality in the two programme cycles and at all levels of planning (UNDAF/SCF; CPD/CPAP, programmes/projects). The intention was to promote gender equality but the problems raised were not adequately analysed, the proposed mechanisms lacked precision and they did not integrate an inclusive approach<sup>68</sup>.

Women's empowerment and gender equality were not a major priority in most of the environment projects. With the exception of two projects in the selected sample, the question of gender was not covered, either at the design stage or during implementation. In most cases, there was no concern for the distinction between men and women, or account of the specific needs of women or the possible consequences of an involuntary strengthening of inequalities. The evaluations showed that women were generally consulted during the needs identification and involved in awareness-raising and information activities. In certain cases, female facilitators were recruited to run female focus groups. However, there is little proof that particular efforts have been made to recruit female staff or involve women in an active manner in the decision-making process on land management, even when the social structure of the communities in question is matriarchal (such as the *Touareg*). During implementation, activities were sometimes identified specifically for women, thus allowing them to find a place in the economic fabric. Like the men, they benefited from education and awareness-raising sessions, most often delivered by women in order to take into account cultural obligations. However, most of the socio-economic inclusion

67 E.g. alternative production activities which preserve the goods and services supplied by the wetlands in the '*Integrated Management of the Guerbès-Sanbadja Wetlands*' project; economic reinsertion of victims of anti-personnel mines in the UNDP component of the '*Anti-mines action*' project; eco-development and ecotourism within the framework of the '*Tassili-Ahaggar*' project, etc.

68 E.g. disability issues are not raised when discussing the empowerment of women.

activities are linked to areas (such as animal husbandry) which fall to male heads of families. A number of projects have missed opportunities to integrate and test gender equity concepts.

**Equity:** UNDP's position on equity can be described as average. Indeed, whereas this concern naturally found a place in operational projects, the same cannot be said for strategic projects. These either addressed institutional themes linked to human development (for example, the '*Poverty alleviation strategy*' project, or the *CNES* project), in which case questions of equity were underlying, or economic topics specific to specific sectors (such as the "industrial strategy" and "financial market" projects). In the latter, the integration of equity is never taken into consideration.

**Capacity building:** UNDP succeeded in building capacity in individuals and institutions.<sup>69</sup> Individuals received training, attended seminars and made study visits, whilst institutions benefitted from research, information systems and databases, normative methodologies and decision-making tools. However, it should be stated that the skills gained by the various individuals are somewhat variable as beneficiaries were sometimes incorrectly selected, or as a result of staff turnover.

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This and the previous chapters have provided detailed information on the areas of impact and main findings of the assessment. The final chapter summarises the main conclusions and recommendations.

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<sup>69</sup> A more in-depth discussion and more details on the specific contribution to capacity building can be found in this chapter and in the various thematic areas covered in Chapter 4.





## Chapter 6

# CONCLUSIONS AND RECOMMENDATIONS

This chapter sets out the main conclusions of this assessment, in terms of UNDP's contribution to development in Algeria. All of the points are examined for their relevance, efficiency, effectiveness and sustainability as well as strategic positioning. The recommendations that follow are formulated based on these conclusions.

### 6.1 CONCLUSIONS

As a general conclusion, it is undeniable that the consequences of the terrorist attack of 2007 were tragic for the country, for UNDP, and for the United Nations System as a whole. The impact on programmes and operations was dwarfed only by the human and psychological effects of the attack. Restarting activities was a priority and is in itself an achievement for the Country Office. It was also important to approve and adopt a strategic cooperation framework between UNDP and the Government of Algeria, to enable more effective cooperation for development.

It is clear that during the period under assessment, UNDP has helped to move things forward in Algeria, but does not seem to have contributed to substantial sustainable change and bold innovation in the way that national partners operate. Now it is time for the Country Office to draw a line under the post-2007 phase, capitalise on lessons learned and the positive signs of change that have been seen<sup>70</sup>, and further strengthen its position, leadership, neutrality and independence in this new phase of work. The recommendations below aim to support UNDP in this move forward.

#### 6.1.1 PRINCIPAL FINDINGS

**1. Generally, UNDP's activities have been very relevant in terms of goals, but less so in terms of approach.**

In every thematic area, UNDP's activities were systematically aligned with national priorities and international commitments ratified by the country. When policies and national strategies were formulated, UNDP generally provided technical support for their implementation. In the economic and social areas, UNDP responded to priorities and concerns expressed by the Government, and helped to clarify visions and/ or formulate national policies and strategies. In order to align itself with national priorities, UNDP even responded to government requests to work on areas that were not traditionally within its areas of competency (such as financial markets, industrial strategy), which raises questions about the relevance of these activities to its own mandate. However, in some other areas, such as the fight against corruption (governance), UNDP was not able to propose projects to its Algerian partners.

Most of UNDP's work in this period was the continuation of prior activities, with new projects following on from preparatory assistance or other recently-completed projects. This ensured a certain degree of coherence in the programme, but the resulting portfolio is very broad and lacking a clear strategic approach overall, or within the themes.

**2. In terms of effectiveness, UNDP can be credited with some conclusive results in the country, but overall the effectiveness of the activities**

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70 For example, Strategic Cooperation Framework (SCF) signed, new management team, recent efforts in terms of communication, late or past projects completed, new projects in the pipeline, etc.

**was moderate, as it did not generate large-scale or sustainable transformation beyond the projects' expected results.**

The successes that can be credited to UNDP, from all themes, include:

1. Conceptual and operational capacity-building at an individual and institutional level thanks to expert input (methods and tools, best practices), training (study visits, seminars and workshops) and the acquisition of materials and equipment;
2. Support to the Algerian Government and its central and local institutions for the implementation of national policies, sector strategies and its international commitments;
3. Awareness of the need for discussion and partnership, in institutions at central and local levels that were not used to working together, and with the private sector and civil society;
4. Awareness of the importance of information, education and communication.

This assessment is based on both the quantity and the quality of results achieved. However, disparities exist in terms of results, between the various thematic areas and also between projects within the thematic areas. For a large number of projects, the expected results were not always achieved in full due to modifications made to the activity, or in some cases early closure. In some field projects, the quality of outputs was affected by increases in the number of beneficiaries without commensurate adjustments to the project's human and financial resources. Finally, monitoring and evaluation mechanisms did not last beyond the project lifetime, making assessment of sustainability and transformative results difficult.

In addition, some of the results obtained were partial. Capacity-building was mainly carried out at an individual level, and even where it was institutional there is no tangible evidence that this has generated significant changes in the way the country's institutions operate. In most cases,

awareness-raising and communication strategies and plans were drawn up but these were rarely implemented, despite the fact that all those interviewed recognised the importance. Similarly, intersectoral partnerships were considered to be particularly effective, but were not adequately institutionalised and the commitment of civil society and the private sector remains weak and not widely generalised.

**3. UNDP's performance and the sustainability of the achieved results were negatively affected by a range of factors that can be categorised as endogenous factors and factors specific to the environment.**

Factors internal to UNDP include: the consequences of the terrorist attack, which caused human, material and documentary losses; insufficient human and financial resources for the workload of the Country Office; cumbersome administrative procedures and subsequent delays in implementation; and weak internal capacity for results-based management and gender equity. The Country Office has a tendency to disperse project resources in order to be active in a maximum of areas, the result of which is an oversized portfolio of projects relative to the human and financial resources available, with insufficient staff for the workload. In addition, the sustainability of results was negatively affected by the lack of exit strategies and communication activities to give visibility to the projects.

Factors relating to the environment include the size of the country, remoteness and diversity of project locations; the frequent turnover of public-sector managers involved in the projects and the transient nature of steering and monitoring mechanisms; the low levels of commitment of some stakeholders; and cumbersome administrative procedures and subsequent delays, for example in the payment of Algeria's financial contributions.

**4. In terms of effectiveness, UNDP's activities are generally considered not very satisfactory or unsatisfactory. Even when taking into account the interruption of at least two years after the**

**terrorist attack, projects have run far behind schedule. Cumbersome administrative procedures and delays in the payment of financial contributions have hindered the optimal use of resources.**

This assessment of effectiveness is mostly due to delays in project execution. Even when taking into account the interruption of at least two years as a result of the terrorist attack, all projects have overrun by between one and six years. Cumbersome administrative procedures, both from UNDP and the national party, delays in the payment of financial contributions and the absence of a systematic monitoring system focused on results-based progress have hindered the optimal use of resources.

Budgets have generally been respected but there have been some cases, particularly in the area of governance, where there are differences between budgeted and actual expenditure. In other cases, in the areas of the environment and economic and social development, the quality of outputs has suffered due to increases in the volume of activities without corresponding adjustments to the budget.

Most of the projects have been implemented according to the National Execution model, that is to say under the responsibility of the national party (through designated national project directors). However, in reality many tasks fell to the Country Office which, being understaffed, was not always able to respond quickly or adequately.

**5. In terms of strategic positioning, UNDP has shown great responsiveness and an adequate capacity to adapt to emerging priorities and needs.**

UNDP has generally been receptive to requests received and has demonstrated good responsiveness. In some cases it has been the first body to intervene in a strategic manner. It demonstrated good capacity to adapt in the case of strategic projects where emerging needs were limited and could be satisfied through budget revisions or extensions

using UNDP or governmental funds. However, it demonstrated a lesser capacity to adapt in the case of projects in the field, which were often pilot or demonstration projects, with emerging needs linked to immeasurable local deficits.

**6. UNDP successfully drew on its image capital and credibility to build partnerships. In terms of leadership results are varied, depending on the nature of the activity and the beneficiaries. With regards to the universal values that it promotes, UNDP has not demonstrated enough innovation nor introduced sustainable changes and its efforts have had little visibility or effect.**

UNDP drew on its image capital and its credibility to build partnerships: between state institutions within the framework of its intersectoral or multisectoral work; with civil society organisations as part of its outreach activities, notably in terms of information and awareness-raising and participatory procedures; and with bilateral cooperation agencies and the private sector with the aim of generating additional funding.

At the operational level, UNDP's leadership was particularly appreciated in remote regions where it is often the only international organisation present, affording respect and recognition from populations satisfied by the interest being shown to them. However, at a strategic level, UNDP leadership was only recognised when it concerned a particularly innovative project or when it was simply irreplaceable because the expertise needed was at the core of its field of competence. In all other cases, leadership was seen to come from the Government, with UNDP in the background as a source of technical support or service provider. This type of assessment was often made by representatives of public institutions, who are particularly aware of the national sovereignty of projects.

Efforts have been made to promote South-South cooperation. Exchanges between countries from the global south were favoured over study visits or sharing of experiences, but these exchange opportunities have rarely produced

more conclusive effects and have not become systematic. Similarly, real efforts were made in terms of promoting human development and the Millennium Development Goals. All proposed activities were explicitly linked to at least one of the MDGs.

Some cautiously innovative initiatives have been carried out in terms of governance, supporting activities in the justice sector targeting the most vulnerable people or strengthening the communication skills of women parliamentarians, following the 2012 National Popular Assembly election.

Essentially, the Country Office has focused its efforts on activities seeking to support the Algerian Government in putting in place its national programmes and policies, without bringing any substantial added value. The approaches adopted have not (or barely) integrated a gender perspective, or other important themes including governance, human rights and the environment, which remain compartmentalized in their respective areas. The inclusive approach was also absent from UNDP's recommendations. The result of this has been poor visibility of the universal values that UNDP is supposed to promote, and a lack of ambition in the support for these values in terms of the outcomes and deliverables.

**7. UNDP's contribution in the area of women's empowerment and gender equality has been moderate. Integration of the gender dimension has been merged with the approach to integrating women in development, which is limited to a focus on women rather than equality.**

The participation and needs of male and female stakeholders of programmes or projects have barely been analysed, if at all. Where projects included a section especially on women, this mostly promoted economic activities. The possible effects of certain project activities on the unwitting reinforcement of inequalities were not taken into account.

## 6.2 RECOMMENDATIONS

### RECOMMENDATIONS AT THE STRATEGIC LEVEL

**Recommendation 1: Focus UNDP activities on a limited number of themes within a strategic vision adapted to the specific features of the country. These themes should be identified in a participatory manner on the basis of criteria including, in particular, the comparative advantages and added value of UNDP for Algeria.**

Given the limited resources of the Country Office (both human and financial), and the diversity and scale of Algeria's needs, UNDP needs to focus its resources. It must stop trying to intervene in everything, everywhere, particularly in areas outside of its abilities, and should instead adopt an approach that focuses on quality over quantity (do less but better), working in areas that highlight its leadership and have great innovative potential. UNDP must ensure that the various stakeholders participate in the exercise to define these strategic areas of intervention, particularly in context analysis, which currently suffers weaknesses linked to a lack of critical analysis and up-to-date data.

Focus areas might include youth employment; fighting corruption; promoting civil society; human rights; strengthening the mainstreaming of gender issues; and local development. UNDP sponsored study visits have been a positive experience, allowing Algeria to benefit from the experiences and expertise of other countries, and could usefully be continued.

**Recommendation 2: The Country Office should be a force for innovative proposals, focusing on transversal themes and promoting intersectoral working, alongside pilot projects in the field. This can be done by strengthening and reorganising existing skills or by drawing on others, particularly in the area of policy advice.**

UNDP must maintain a fair balance between its traditional activities supporting the Government in the implementation of its programmes and its



more innovative work to facilitate and support collaboration and new partnerships between different institutions, or to address problems relating to governance, the environment or gender inequality. By focusing activities on transversal themes or those that promote intersectoral working, UNDP should introduce sustainable changes in the working practices of national partners.

Within its focus areas, the UNDP Country Office must target its efforts on strategic, cost-effective activities, using its limited resources in a catalytic manner by testing pilot initiatives. The UNDP is not in a position to implement large-scale physical projects, but is well placed to support strategic initiatives, in terms of policy, and to test approaches and concepts in the field.

**Recommendation 3: Put the neutrality and independence of UNDP to good use, bringing in partners who until now have been little involved (notably universities, research centres, civil society, the private sector) and as an interface and coordinator for public institutions.**

The Algerian Government is UNDP's traditional partner. This collaboration should be continued, but there needs to be a fair balance with partnerships with other development players, such as research centres and universities, who can provide qualified and inexpensive human resources to test and deepen knowledge of new concepts and approaches. It should be possible for civil society organisations to collaborate more with UNDP, and help to generate innovative and bold proposals.

**Recommendation 4: Integrate inclusive approaches (to reach disadvantaged, disabled or vulnerable people) in the planning of all activities. Furthermore, the Country Office and partners need to strengthen their capacity to integrate a gender perspective in all phases of forthcoming projects, including in their terms of reference (ToR).**

This means systematically promoting the universal values embodied by UNDP which, to date,

have not been routinely or adequately integrated into UNDP's work in Algeria. Gender needs to be truly institutionalised within the Country Office, involving programme staff. New mechanisms should be created to ensure gender-sensitive programming, including a competent gender working group, drawing on external expertise according to identified needs.

**Recommendation 5: Strengthen the sustainability of UNDP's results by systematically preparing exit plans and takeover or scale-up strategies, identifying alternative sources of funding from other donors or the Algerian government.**

Projects must systematically include an exit or scale-up strategy, where pilot initiatives are successful. This will require research into alternative funding sources (from other donors prepared to take over, or from the Algerian Government) *before* the end of the project, so that continuity is assured through its inclusion in the budgets of relevant institutions.

## **RECOMMENDATIONS AT THE OPERATIONAL LEVEL**

**Recommendation 6: Close old projects more quickly and develop and implement new activities aligned to the new Country Office strategy.**

A number of projects conceived over the 2002-2006 programming cycle still appear in Atlas, either because they are ongoing or because they have not been closed operationally. This adds to the work of programme managers, while no longer fully corresponding to priorities. It is time to develop new activities within the framework of the renewed leadership of the United Nations, and carry out an audit to establish a better balance of skills and positions within the Country Office. This will enable UNDP to better meet new demands such as, for example, the application of results-based management, the mainstreaming of gender and innovations in governance.

**Recommendation 7: Strengthen the national appropriation of activities by more carefully**



**defining the needs of stakeholders and implementing the National Execution of projects.**

To increase national appropriation, efforts must be made by the national partner, in collaboration with the Country Office, to develop a more participatory approach at all levels of decision-making (strategic and operational), ensuring better identification of contexts and activities.

Appropriation will further be improved with a true application of the National Execution (NEX) modality, as requested on a number of occasions by national authorities. This requires projects to be implemented under the responsibility of the national party, with designated national project directors (NPDs). As this is based on results-based management and ex-post rather than ex-ante monitoring, it reduces administrative complexity. Indicators used to monitor results must be gender-sensitive and identified with stakeholders.

It should be noted that the Country Office has made efforts with the MAE, and these need to be followed-up and intensified in order to build capacity for using NEX with all national public sector players, civil society and the private sector.

**Recommendation 8: Ensure greater visibility of the results achieved by UNDP activities, including a budget line for communication in each project. The communication efforts adopted by the new Country Office management team must continue, to publicize results and also to help to identify synergies with partners for future programming.**

The majority of people interviewed mentioned a lack of communication by the Country Office, and this must be improved in order to increase its credibility and image capital. In general,

communication strategies or plans have been drawn up but very few have been implemented. Projects suffer from this lack of communication and the subsequent lack of visibility. The efforts made by the new Country Office management team to improve communications must continue.

**Recommendation 9: Results-Based Management should be institutionalised further within the Country Office and partner institutions.**

Whether at the Country Office or project team level, monitoring of results suffers from a lack of skills in the concepts and tools of RBM. It is essential that this recommendation, which was already highlighted in 2010 during the mid-term review (MTR) of the country programme<sup>71</sup>, is applied as efficiently and quickly as possible.

**Recommendation 10: Improve operations within the Country Office in order to lessen the impact of bureaucracy and reduce response times for recruitment, payments, preparing terms of reference, etc.**

At the operations level, the Country Office should revise/ put in place an internal monitoring framework as a monitoring and decision making tool for the management committee, programme managers and the entire Country Office. As a minimum this should include a clear system of delegated authorities, standardised and systematic operation procedures and the monthly preparation of a log book. In addition, information and awareness-raising actions should be carried out to ensure that the UNDP's operational procedures are understood and respected, both internally and by relevant operational partners; in order to overcome cumbersome administrative procedures and subsequent delays in execution. Monitoring must be strengthened by the systematic use of the log book put in place by the operations department.

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71 MTR 2010: Recommendation no. 4: *"The principles and the tools of results-based management must be systematically applied in full to each of the projects and to the programme as a whole."*

# TERMS OF REFERENCE

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country-level evaluations, entitled 'Assessment of Development Results' (ADRs) to capture and demonstrate evaluative evidence of UNDP contributions to development results at the country level, as well as to demonstrate the effectiveness of UNDP's strategy to facilitate and enhance national efforts designed to obtain development results.

An ADR seeks to:

- Provide substantive support to the Administrator's accountability function in reporting to the Executive Board;
- Support greater UNDP accountability to national stakeholders and partners in the programme country;
- Serve as a means of quality assurance for UNDP interventions at the country level;
- Contribute to learning at corporate, regional and country levels, notably for the preparation of the new Country Programme and the Strategic Cooperation Framework.

ADR are independent evaluations carried out within the framework of the general UNDP Evaluation Policy.<sup>72</sup> The Independent Evaluation Office, which is independent of UNDP management, is led by a director reporting to the UNDP Executive Committee via the intermediary of the UNDP Administrator. The duties of the Independent Evaluation Office are twofold: (a) to provide the Executive Committee with reliable and

credible information taken from evaluations seeking to assess institutional responsibility, decision-making and improvements; and (b) to strengthen the independence, credibility and usefulness of the evaluation process, as well as its coherence, harmonisation and alignment in favour of the reform of the United Nations and national appropriation. Bearing in mind the principle of national appropriation, the Independent Evaluation Office places great importance on carrying out the ADR with the national Government.

This is the first ADR carried out in Algeria. It was performed in close collaboration with the Algerian Government, the UNDP Country Office in Algeria and the Regional Bureau for Arab States (RBAS). It evaluated the results of the UNDP programme for 2009–2013, with the aim of contributing to the preparation in 2014 of the next UNDP Country Programme Document (CPD), as well as other strategic planning exercises.

## 2. NATIONAL CONTEXT

Algeria is a People's Democratic Republic with a population of more than 37 million inhabitants. Covering more than 2,381,741 square kilometres, it is the 10th largest country in the world and the largest in Africa and the Mediterranean basin. It is a member of the United Nations and the Arab League and a founder member of the African Union, Arab Maghreb Union and OPEC. It is a major player in North Africa and the Arab region and in terms of integration with Europe, the Maghreb and Sub-Saharan Africa. Its substantial oil and gas reserves, large, young and growing population (+1.5% per year) and its GDP (161 billion dollars in 2010) make Algeria

<sup>72</sup> UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ADR will respect the Standards and Rules and the code of ethical conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

a middle income country and the second largest economy in the Middle East and North Africa (MENA) region after Egypt. Its per capita GDP (more than \$7,000 in 2011) is one of the highest in the MENA countries. Like other countries in the region, Algeria faces many challenges, such as the need to create jobs and generate income for a population which is increasingly well educated. Like other oil-producing countries, it also needs to diversify its economy, particularly in terms of exports other than hydrocarbons.

Algeria has maintained a respectable level of economic growth since 2002. A continued increase in the income generated by hydrocarbons produced high levels of investment and a controlled increase in salaries; whilst thanks to early repayments, the country has been able to balance most of its external, public and multilateral debt. Compared to economies of similar income levels, the Algerian economy is not particularly diversified and the contribution from the private sector to overall GDP remains weak. Its macroeconomic situation is stable due to the high prices of oil and gas in the world. However, despite policies to help young people find work, increase housing stocks and subsidise foodstuffs, the fact remains that there is widespread unemployment and high food prices. The question of housing continues to be a major concern for the Government which must find solutions to the high demand. Oil and gas exports represent around 40% of state income<sup>73</sup>, 26% of GDP and 98% of export income. The global crisis of 2008-2009 affected Algeria primarily as a result of the drop in oil prices, which reduced the flow of income into the country and government receipts. Concern persists regarding the business environment and the country's dependency on oil and gas prices. Algeria is the fourth largest crude oil producer in Africa and the sixth largest natural gas producer in the world. Sonatrach is the largest oil and gas company in Africa and one of the largest exporters and international companies of hydrocarbons. The rapid rise in revenue from oil and gas over recent years has allowed the State to finance ambitious public investment programmes

(PIP). This is one of the main factors behind the sustained growth of the non-oil based economy (services, construction, energy and water). The State has recently begun to put in place a series of economic policies intended to reduce the country's dependence on imports and to support the local economy. However, the country's economic prospects remain closely linked to developments in oil and gas prices, to increases in the production of hydrocarbons and estimates of oil and gas reserves. Algeria has high extraction rates and relatively small reserves in comparison to other oil-rich countries and therefore urgently needs to diversify its economy and prepare for the 'post-oil' period. The lifespan of crude oil and natural gas reserves is currently estimated at 16.7 years and 52 years respectively. Consequently the viability of the economy is a source of concern. Until now, the various policies have not succeeded in launching a process of export diversification and private sector growth in new and competitive industries.

In terms of governance, a process of political liberalisation is underway, including the drawing up of a new Constitution in 1989, which was revised in 1996 and 2008 by Law 08-19 of 15 November of that year, opening the way to political pluralism, press freedom and the presence of women in elected bodies. These changes have allowed Algeria to take a lead over the other countries in the region with regards to its capacity to introduce the means of democratic governance. After the 'dark decade' of the 1990s, marked by political instability and economic stagnation, the country started to regain its stability at the end of the 1990s, substantially improving standards of living. With the establishment of national reconciliation and the rise in oil prices, the country recovered its stability and the State started to invest in infrastructure, housing, sanitary and social development as well as market reforms to further the opening up of the country. However, a certain degree of insecurity remains, related to cross border and international terrorism.

Social indicators have continued to improve since independence, thanks to the rise in incomes and

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73 <http://www.mf.gov.dz/article/48/Zoom-sur-les-Chiffres-/143/Solde-global-du-Tr%C3%A9sor.html>.

the substantial public investment in education and health. Algeria is on target for meeting the Millennium Development Goals (MDGs), with improvements in terms of poverty reduction, education for all and gender equality, amongst others. Regular progress continues to be made in the improvement of health indicators and the reduction in the spread of HIV/AIDS. According to the 2013 UNDP report, Algeria lies 93rd out of 182 countries on the Human Development Index (HDI). Its HDI stood at 0.713 in 2013 which is above the average for Arab countries. Although it has made progress towards gender equality in many areas, Algeria remains behind other middle-income countries in terms of the economic and political power of women (2009 UN Women Participation Index). In 2013, a Gender Inequality Index (IIG) of 0.425 placed Algeria in 81st place out of 152 countries. For example, women represent 37.2% of the employment market against 79.6% for men. Following the review of the Constitution in 2008 (article 31 bis), and the Organic Law n° 12-03 of 12 January 2012, the proportion of elected female parliamentarians in the National Popular Assembly (APN) rose from 7% to 31.4%. Poverty levels have fallen from the high figures of the 1990s, dropping from 14.1% in 1995 to 12.1% in 2000 to reach 0.4% in 2011 (objective achieved before 2015) and they should continue to drop with the rise in incomes and employment. The frequency, depth and severity of poverty are more pronounced in rural areas and the mountainous regions of the north (High Atlas) and in southern Algerian Sahara. Unemployment fell from 29% in 2000 to 15.3% in 2005 and 9.8% in 2013 (10.6% in urban areas and 8.7% in rural areas with a predominance of female unemployment: 30.5% (source ONS). However, unemployment among women and young people remains high. In addition, young graduates are discontented by the gap in terms of skills required between the opportunities offered by the market and the availability of the workforce. Algeria's education system has made impressive progress. Most people receive primary education and enrolment rates in secondary and higher education have increased over time. Despite high spending on education (6% of GDP over the last decade), its quality and its alignment

with the requirements of the employment market must be improved. Virtually the entire population now has access to sanitation. Maternal mortality rates are 73.9 deaths per 100,000 live births, which is less than the average in the MENA region. Social protection programmes are a key component of Algeria's strategy for fighting poverty and protecting vulnerable groups.

Algeria has always been an active player on regional issues. Its domestic stability has allowed the country to return to the international stage and to lead regional initiatives intended to strengthen economic integration in the Maghreb and Sub-Saharan Africa. The country is a founder member of the NEPAD and plays an active role in the AU on economic and political questions. Its strategic geographical situation between Europe and Africa and its political position as a partner in world peace and security make it an essential partner for the EU: The EU Association Agreement of 2005 illustrates the strategic importance Europe gives Algeria, for its close historic and cultural ties, its strategic energy resources, and its role as an important ally in international security.

Protection of the environment and the prevention of natural disasters are challenges facing Algeria. The erosion of biodiversity and the rarefaction of water resources are perceptible. There are problems managing housing and pollution, mainly in urban areas. The high demographic pressure on the coastline contributes to industrial and natural disasters. Algeria has ratified international conventions on the environment and is preparing to fulfil its commitments to manage natural, industrial and other risks.

### **3. UNDP IN ALGERIA**

In July 1977, the Algerian Government and the UNDP signed an agreement governing UNDP's assistance in the country. The Ministry of Foreign Affairs (MAE) was the coordinating body within the Government. Over its last two periods, the UNDP country programme was guided by the United Nations Development Assistance Framework (UNDAF) (2007-2011) and the Stra-



tegic Cooperation Framework (2012-2014) which describes the United Nations' responses to the country's development challenges. The UNDAF<sup>74</sup> is based on national priorities as well as the Millennium Declaration of Millennium Development Goals. Based on the analysis made by the Common Country Assessment in September 2005, four areas of cooperation have been identified in conjunction with the Government: human development, the environment and sustainable development, governance and gender issues. The UNDP programme for 2007-2011 was built around three pillars, relating to the four areas of the UNDAF: human development, protection of the environment and governance. Gender equality has been considered as a cross-cutting issue.

For the 2012-2014 period, the Government and the United National country team drew up a Strategic Cooperation Framework, aligned with the last part of the current five-year development plan (2010-2014). This Strategic Cooperation Framework identifies three main areas of cooperation with the United Nations: governance and human rights, sustainable development (which includes economic development, human development and the environment) and peace, security and protection. UNDP's 2012-2014 programme seeks to support national efforts in three areas, closely linked to the five expected outcomes of the Strategic Cooperation Framework, namely governance and human rights, social and economic development and the environment and sustainable development. The UNDP country programme for this period is described in the Country Programme Document (CPD/DPP<sup>75</sup>) and the corresponding Country Programme Action Plan (CPAP<sup>76</sup>). Annex 2 presents the outcomes achieved by the previous (2007-2011) and current (2012-2014) country programmes. The UNDP country programme is currently managed by three sectoral groups, reflecting the three main themes of the current country programme: promotion of democratic governance, social and

economic development to achieve the MDGs and reduce poverty; energy and the environment in favour of sustainable development. Gender equality continues to be treated as a cross-cutting issue. A certain continuity between the two periods of the programme was seen, because the main areas of cooperation have not changed. In addition, certain projects launched during 2007-2011 remain operational during the new period of the programme.

#### **4. SCOPE OF THE EVALUATION**

The ADR evaluates two country programme cycles: the current cycle and the previous one. During the preparatory mission in Algiers (22-28 June 2013), it became clear that the tragic events of December 2007 had had a profound impact on the implementation of projects and programmes, because over a period of eighteen months following the event, very few programme activities were able to be carried out as normal. In addition as the documents and institutional memory had been severely damaged or lost, it could be difficult to access information from the previous country programme cycles. It is also for this reason that it was decided that the Algeria ADR would focus on the last five years of activity (2009-2013), namely the first two years of the current cycle (2012-2014) and the three last years of the 2007 – 2011 cycle. However the evaluation would ensure that all projects which run from one cycle to another area were examined, as far as possible, because new projects are based on the results and the lessons learned from the past.

The evaluation looked at UNDP's activities in Algeria and the execution of its programme in support of the efforts of the Algerian Government in terms of democratic governance and human rights, economic and social development, environmental protection and gender. The evaluation placed the emphasis on UNDP's responsibility with regards to a set of outcomes – defined in the programme

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74 UNDAF: United Nations Development Assistance Framework.

75 Country Programme Document.

76 CPAP: Country Programme Action Plan.

documents – and on the analysis of UNDP's performance in relation to these outcomes. In the case of Algeria, the outcomes outlined in the CPAP are

managed by three areas of the programme on the basis of the current office structure, as shown in Tables 1a and 1b below.

<b>Table 1a. Outcomes and financial data of the UNDP Algeria Country Programme (2007-2011)<sup>77</sup></b>		
<b>Programme focus</b>	<b>Outcomes</b>	<b>Total project budget</b>
Human development	<b>1 – Poverty reduction</b> (existing sectoral strategy making marginal reference to MDGs)	3,196,000 \$
	<b>4 – Local development</b> (Local communities able to manage their own development)	3,678,00 \$
	<b>5 – Public Administration</b> (Public Administration able to plan and manage their resources)	413,000 \$
Governance	<b>2 – Institutions of the rule of law – Parliament</b>	(Institutions of the rule of law working in a democratic, transparent and fair manner) <sup>78</sup> 1,989,000 \$
	<b>3 – Institutions of the rule of law – Justice</b>	3,390,000 \$
Environment and sustainable development	<b>6 – Sustainable Development Strategies</b> (Strengthening national sustainable development and environmental protection strategies).	641,000 \$
	<b>7 – Biodiversity strategy</b> (National parks having a biodiversity protection strategy but without any real means for implementation).	3,800,000 \$
	<b>8 – Strengthening Sustainable Development capacities</b> (Strengthening national capacities for implementing the sustainable development and environmental protection strategies)	4,123,000 \$

<b>Table 1b. Outcomes and financial data of the UNDP Algeria Country Programme (2012-2014)<sup>79</sup></b>		
<b>Programme focus</b>	<b>Outcomes</b>	<b>Total project budget</b>
Economic and Social Development	<b>11 – Access to services</b> (Access to health, education, training and social protection services has been improved, their quality has improved and the existing spatial disparities and social discriminations have been reduced, particularly with regards to women, children, people with disabilities and people affected by HIV/AIDS)	1,165,000 \$
	<b>12 – Public policy</b> (Improved knowledge of social and economic processes and greater capacity to monitor and evaluate public policies is more effective, the business environment and competitiveness has improved, regional and social inequalities have decreased, in particular the participation of young people in economic life).	4,956,000 \$
Governance and Human Rights	<b>10 – Justice and human rights</b> (Transparency and performance of economic and political life, participation from civil society, the modernisation of the justice administration, improvements in mechanisms for protecting human rights and the capacities of the public administrations at the service of citizens)	1,881,000 \$
Environment and sustainable development	<b>13 – Environment</b> (The protection of natural resources, sustainable management of the environment, the rational use of energy, the fight against pollution and protection against the effects of climate change and natural disasters have improved)	2,092,000 \$

<sup>77</sup> The financial data is based on Atlas Snapshot (from April 2013) and reflect the total budget for all the projects of the development programme for each outcome. The projects which are carried out in the current CPD for 2012-2014 under a different outcome will have data only for the 2007-2011 period.

<sup>78</sup> As indicated in the Unified Workplan Performance Monitoring report and the results-oriented annual report for the 2007-2011 period of the CPD, Outcomes 2 and 3 are designed to be identical even though, in practice, they are linked to parliament and the Justice system respectively.

<sup>79</sup> See footnote 2 above, but in this table reference is to 2012-2013.



## 5. METHODOLOGY

The evaluation consists of two main parts: (1) analysis of UNDP's contribution to development results through its themes/programmes and (2) the strategic positioning of UNDP. For each section, the ADR will present its observations according to the criteria below, as defined in the ADR Method Manual:<sup>80</sup>

### (1) UNDP's contribution to development results through the main thematic/programme areas.

An analysis will be made of UNDP's contribution to development results in Algeria with regards to its programme activities. This analysis will be presented by thematic and programme area, in accordance with the following criteria:

- Relevance of UNDP projects, products and outcomes;
- Effectiveness of UNDP interventions in terms of achieving identified goals;
- Effectiveness of UNDP interventions in terms of the use of human and financial resources; and
- Sustainability of the results to which UNDP has contributed.

In the analysis of these criteria, particular attention will be paid to identifying the "factors" which influence UNDP performance. For each of the thematic and programme areas, a certain number of aspects will be included in the analysis: integration of gender equality and human rights, capacity-building, promotion of South-South cooperation, national appropriation and support for United Nations coordination. Best practices and lessons learned from the activities should also be taken into account when they can be applied to other countries and regions.

### (2) UNDP's contribution through its strategic positioning

The evaluation will look at UNDP's strategic positioning, both from the perspective of the organisation's mandate and the country's development needs and priorities. This will involve a systematic analysis of the place and the role for UNDP in the country development as well as the strategies used by UNDP in order to maximise its contribution through the adoption of relevant strategies and approaches. The following criteria will be applied:

- Relevance and reactivity of the country programme as a whole;
- Making the most of the UNDP's comparative advantages; and
- Promotion of the values of the United Nations in a human development perspective.

The evaluation criteria form the basis of the methodology of the ADR. The ADR will also make it possible to evaluate the UNDP's performance with regards to its general approaches, namely capacity-building, gender equality, South-South cooperation, national appropriation and partnerships with the United Nations. Particular attention will be paid to UNDP's work in progressing gender equality in Algeria. The evaluation will systematically look at the way gender issues are integrated into UNDP's work, and the awareness-raising actions carried out to further promote gender equality.

In the analysis of these criteria, particular attention will be paid to identifying the "factors" which have influenced and continue to influence UNDP performance. A certain number of aspects will be taken into consideration for the analysis, namely:

- The impact of the terrorist attack on the UNDP offices in 2007, with the short- and long-

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80 UNDP, Evaluation Office, ARD Method Manual, January 2011.

term impacts on projects and programme implementation, as well as on the human resources and documentation of UNDP;

- The evolution of the national and regional context with the history of crises at the end of the 1990s, and the more recent crises;
- Challenging the way results are presented, with descriptions of priorities and programme outcomes vary according to the document, hence the difficulty in applying the current outcomes retroactively to the earlier phases of the programme;
- Integration of gender equality and human rights in the programme in a cross-cutting and effective manner;
- UNDP's important links within the country to the Algerian Government, which remains both a leading donor and also the main intermediary for all UNDP's work in the country;
- The impact of the means made available by the Country Office and their effectiveness (limited number of specialist personnel, limited financial resources);
- Use of suitable development partnerships and the promotion of regional South-South cooperation;
- The recent changes in the management of the Country Office, with the new perspectives that this implies.

Reports on the outcomes will be produced in order to examine the progress made in achieving these outcomes and measuring UNDP's con-

tribution to these desired changes. A Theory of Change (ToC)<sup>81</sup> will also be used to guide the thinking of the evaluation team, in consultation with the UNDP and the national stakeholders. In drawing up the ToC, the assumptions underlying the expected changes in the programmes and the relationship between cause and effect should become clear and form the basis for the data collection methodology. By using a ToC, the outcomes of each area of the UNDP programme as defined in Annex 2 will be analysed and will form the object of a specific report which will analyse UNDP's contribution to the outcome in question, using evaluation criteria and will identify the factors that had an influence on this contribution. Each report on the outcomes will be produced according to a template which will facilitate the collation of results and the formulation of conclusions. The findings and conclusions of each report on the outcomes will then be collated in the global ARD report.

## 6. DATA COLLECTION

**Analysis of constraints in data collection and existing data:** A constraints analysis was undertaken before and after the preparatory mission to understand the constraints and the possibilities related to data collection. This process acts as the basis for identifying data collection methods and helps to provide a first idea of the ADR's needs in terms of resources and a timetable for data collection. A complete table of the challenges and possibilities of data collection can be found in Annex 1. The Algeria Country Office had not evaluated outcomes, but had carried out around

81 The Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes destined to support changes in their context. Although there is no single defined methodology, the Theory Of Change is at least supposed to cover discussions on the following areas:

- The context of the initiative, including the social, political and environmental conditions;
- Long-term changes that the initiative seeks to support and which are ultimately beneficial to it;
- The process / the series of expected changes needed to achieve the desired effect in the long-term;
- Assumptions on the way in which these changes could arise, how to verify whether the activities and the outputs are appropriate for influencing change in the desired direction in this context;
- The diagram and the summary which report on the results of the discussion.

Source: Vogel, Isabel, 'Review of use of 'Theory of Change' in International Development' (April 2012), DfID.

11 evaluations of projects (including two that were to be completed in October 2013). All existing evaluations carried out by the Country Office will provide useful information for our analysis, as will the documents of the Mid-Term Review<sup>82</sup> dating from 2010.

**Data collection methods:** A multi-method approach will be used and will include the following elements:

- Examination of reference documents: A certain number of documents will be consulted, including country programme documents and project/programme reports by UNDP and the Algerian Government, UNDP's institutional documents (for example, global staff surveys, strategic plan, multi-year financing plans, annual reports focused on results), available previous evaluation reports on projects and all research work and publications available on the country.
- Interviews: Face-to-face and telephone interviews will be carried out with the relevant national stakeholders, such as representatives of government, civil society organisations, the private sector, United Nations and development agencies, donors and beneficiaries of the country programme, to allow them give their opinion on all the evaluation questions raised by the ARD, including the work of UNDP, the implementation of projects and programmes and their impact (strengths, weaknesses and funding provided), etc. Site visits: The evaluation team will visit the sites of the selected projects in order to see first hand any results that have been obtained. The selected areas will include regions where UNDP has a collection of projects on the ground, or areas where crucial projects are being implemented. Efforts to validate

results on site will make up for a weakness in the mid-term review of 2010, which did not visit the field. Identification of relevant national stakeholders for interviews as well as the sites to visit outside Algiers will be made in collaboration with the MAE.

**Validation:** All evaluation findings must be backed by supporting evidence. The questions examined by the evaluation will be subject to a solid and coherent analysis, based on a triangulation of findings.

**Stakeholder participation:** At the start of the evaluation, an in-depth analysis of stakeholders (already well underway in the inception mission) will be carried out in order to identify all UNDP's relevant partners, as well as those who may not work with the agency but who play a key role in achieving the outcomes in the priority domains. The evaluation will use the participatory approach for the design, implementation and production of ADR reports. In order to facilitate this process and increase the appropriation of the evaluation results, a national reference institution for the ADR (the MAE) has been identified by the Country Office. The Country Office will also involve the national stakeholders coming from government, civil society, United Nations agencies, donors and other partners in this process.

## 7. IMPLEMENTATION AND MANAGEMENT

The evaluation process brings together a large number of different offices.

**The UNDP Independent Evaluation Office:** The UNDP Independent Evaluation Office will lead the ADR in collaboration with the Country

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82 Mid-Term Review of the UNDP Country Programme for Algeria (2007-2011), draft report: April 2010: The Mid-Term Review identified certain limits in terms of: 1) availability and access to relevant documentation, 2) project results reporting framework, notably in terms of indicators and monitoring; 3) lack of evaluations beyond the project limits and 4) lack of field visits by the Mid-Term Review team. To a certain extent, these limits still apply. Also see the feedback session of preliminary results of the Mid-Term Review.

Office and the Algerian Government. The Independent Evaluation Office has drawn up these Terms of Reference for the evaluation and will prepare the main overview of each report on the outcomes, which will be integrated into the final report. It will select the team of consultants, manage the data collection team, provide advice, organise feedback sessions and a meeting with stakeholders, prepare the first provisional version of the report, finalise it and manage the examination and monitoring process. The Independent Evaluation Office will bear all the costs directly related to carrying out the ADR.

**UNDP Country Office in Algeria:** The Country Office will provide support for the evaluation: i) by working with the national Government and other stakeholders in the country; ii) by helping the evaluation team to identify and collect all the relevant reference documents for the country programme and UNDP; iii) by providing timely logistic and administrative support required by the evaluation team during the data collection process (notably arranging appointments), as well as ensuring that adequate security measures are taken for the evaluation team; iv) by examining the provisional ADR report and adding all the factual corrections needed and any comments; and v) by facilitating the organisation of a final stakeholder workshop.

**National reference institution:** National participation and the appropriation of the ADR process and its results will be ensured by a partnership in the evaluation process with the Ministry of Foreign Affairs (MAE). In Algeria, the MAE is UNDP's principal interlocutor and all discussions with stakeholders and national beneficiaries must pass via this intermediary. The MAE is expected to: i) examine the Terms of Reference of the evaluation; ii) participate in the choice of stakeholders to interview and sites to visit; iii) help to facilitate data collection on the ground; iv) make observations on the second provisional version of the ADR report; v) facilitate the organisation of the stakeholder workshop alongside the Country Office.

**UNDP Regional Bureau for the Arab States (RBAS):** The RBAS will assist the evaluation by sharing information, examining the ToR and the first provisional version of the ADR and by taking part in the stakeholder workshop. The RBAS is also in charge of monitoring and supervising the implementation of monitoring actions by the Evaluation Resource Centre (ERC).

**The evaluation team:** The Independent Evaluation Office will put in place an evaluation team for the ADR comprised of the following members:

- **Evaluation Manager (EM):** A member of the Independent Evaluation Office team, whose general responsibility is to carry out the ADR and prepare and revise the provisional and final report, to co-lead the stakeholder workshop and to provide any clarification required by the Country Office in the preparation of its logbook for the first version of the ADR, and the answers from the management team (which will be stored in the ERC with the final ADR report)
- **Deputy Evaluation Manager (DEM):** Staff member of the Independent Evaluation Office whose responsibility is to provide in-depth technical assistance, to take part in the inception mission and the data collection phase as well as to ensure the quality of the draft reports.
- **Research Assistant (RA):** An RA in the Country Office is involved in the collection of reference documents and the preparation of data and information, particularly for Chapter 2 of the ADR and the information on the programme.
- **Regional evaluation specialist (RES: Consultant):** Independent evaluation expert from North Africa, with extensive experience in the field of the environment; in charge, amongst other duties, of helping to write the report and facilitating discussions with partners.
- **Two national specialists:** Independent national consultants will be recruited, notably



in the areas of governance and gender; they should also have solid experience in the other areas in which UNDP works in Algeria, particularly the cross-cutting areas. The consultants will have in-depth knowledge of the questions they are given and will be responsible for writing the outcome reports and other documents that will be integrated by the EM and the DEM into the final ADR report.

In summary (table 2), each member of the team will be in charge of coordinating the writing of an outcome report, according to their area of specialisation. The EM will concentrate on the coordination of Outcome 12 (Economic and social development), the DEM on Outcome 10 (Democratic governance and human rights), the RES on Outcome 13 (Environment and sustainable development) and the Gender specialist on Outcome 11 (addressing the mainstreaming of gender questions). However, this last person will also provide support, including in the field, to the other members of the team, particularly the EM, on gender issues and cross-cutting aspects inherent to their respective outcome and areas of expertise. Similarly, the Governance expert will particularly assist the DEM on all aspects of governance and will intervene (including in the field) to gather useful information for other areas of expertise and effects.

## 8. EVALUATION PROCESS

The evaluation will be performed in accordance with the guidelines approved by the Independent Evaluation Office. The following lines summarise the elements of the process. Four main phases form a framework for carrying out the evaluation.

**Phase 1: Preparation.** The Independent Evaluation Office will prepare the baseline documentation with the help of the Country Office and will receive the information from the regional office and other central administrations. The EM and DEM will have carried out a one-week inception mission in the country and will have met with the Country Office, the Government and the main national stakeholders. The objectives of this mission are as follows: i) ensure that the key stakeholders understand the aim, the process and the methodology of the evaluation; ii) obtain the point of view of key stakeholders on all the important questions to be addressed in the evaluation; and iii) determine the scope of the evaluation, its approaches, calendar and the parameters for choosing the ADR evaluation team.

The inception mission to Algiers (22-28 June 2013) led to the drawing up of these Terms of Reference, which were communicated to key stakeholders for their comments. Based on the finalised ToR, and in agreement with the rules governing internal recruitment, the Independent Evaluation Office will recruit two national consultants (see Part 7 and Table 2) who are evaluation experts, within the country and in the areas covered by the evaluation.

### Phase 2: Collection and analysis of the data.

The aim is to collect the data in accordance with the ToR and analyse the data gathered from a variety of sources in relation to the evaluation criteria shown in part 6.

- Activities prior to the mission: The members of the evaluation team will analyse the reference documents and prepare a provisional

**Table 2. Responsibilities of the evaluation team for the outcome reports**

Area of the country programme	Outcome	ER	DEM	RES	Gender expert	Governance expert
Governance and human rights	10		X		X	X
Economic and Social Development	12	X			X	X
Environment and sustainable development	13			X	X	(x)
Gender (cross-cutting)	11				X	

outcome report before the data collection mission. This document will make it possible to identify the evaluation questions directly relating to the outcomes, and identify gaps and problems that will need to be validated during the field data collection phase. In addition, Chapters 2 and 3 of the final report of the ADR will have to be written in full before the main mission, in order for them to be checked by the Country Office.

- Data collection and validation mission: The evaluation team, led by the EM and the DEM, will carry out a mission in the country to take part in the field data collection process. This mission is expected to last between 2.5 to 3 weeks in October 2013 (starting around 18 October and concluding around 7 November).
- Analysis and summarization: Once the data has been collected, the team will come together to think about the main observations and recommendations, with the aim of producing a summary report and making progress in writing the outcome reports.
- End of mission report: The evaluation team will report to the Country Office (and possibly to the RBAS) at the end of the mission (~ 5-7 November) to discuss the main observations and preliminary recommendations. The team will ensure that any factual inaccuracies and errors of interpretation are checked.\

**Phase 3: Summary, drafting the report and examination of results.** The aim is to collate all the evaluations (outcome reports) and to consult with relevant stakeholders to obtain solid and factual observations, conclusions and recommendations.

- Report writing: The provisional and final reports are drawn up in line with the ToR, the ADR Method Manual and United Nations Group evaluation quality standards.
- Examination: For reasons of quality assurance, a provisional version of the report is first examined internally by the Independent

Evaluation Office, the Country Office and the BREA. The ADR coordinator in the Independent Evaluation Office will verify its compliance, following which the report is submitted to the Director of the Independent Evaluation Office for approval. With regards to the review by stakeholders, a first version of the report is then sent to the MAE via the Country Office so that, where necessary, facts can be verified and inaccuracies or omissions identified. The Independent Evaluation Office will carefully examine the comments received and will propose modifications to the document where necessary. A “logbook” of comments and responses will be drawn up.

- Stakeholder workshop: In close collaboration with the Country Office and the MAE, a meeting with the main national stakeholders is scheduled (for early 2014), in order to present the results of the evaluation and examine the ways forward. Participants will include the senior management of the Independent Evaluation Office and the EM (and DEM), representatives from the BREA and representatives of the national stakeholders. The main goal of this meeting is to obtain the widest national adhesion to make the most of the lessons learned and recommendations made by the report and to strengthen the national appropriation of the development process and the empowerment needed for UNDP’s work in the country. The report will be finalised after the workshop.

**Phase 4: Production, dissemination and monitoring.** The objective is to create a report that is accessible to a broad spectrum of readers (maximum of 50 pages including annexes, published in French – in hard copy and on line – and also available online in English). After the revision, translation and design process, the final report will then be put online by the Independent Evaluation Office. This phase will make it possible to guarantee that the results of the ADR and the lessons learned from it are fully taken into account for future operational improvements, and widely disseminated to the public. The



report is submitted to the UNDP Administrator, who will request formal responses to the evaluation from the Country Office/BREA (a “management response”). The BREA is in charge of supervising the implementation of the monitoring actions at the Evaluation Resource Centre.<sup>83</sup> The ADR report is shared with internal and external readers, in hard copy and soft copy. The results of the evaluation are formally presented to the senior management of the BREA. Discussions can also be held with the other offices (such as the Development Policy Offices, the Crisis Prevention and Recovery Office, the Organisational Performance Group) to facilitate organisational learning. A summary version will be used as a communication tool.

## 9. ADR TIMETABLE

The provisional timetable of the evaluation process and the respective responsibilities are shown below. The Country Office and the BREA will be drawing up a new CPD in 2014; therefore the ADR is taking place at an ideal moment for making the most of the conclusions and recommendations from the planning process emanating from the ARD. Thus, the key messages from the evaluation can be validated in an appropriate manner and be confidently taken into account when drawing up the new country programme. The final draft of the report must be available to the Country Office and the BREA during the 1st quarter of 2014.

<b>Table 3. Provisional timetable</b>		
<b>Activity</b>	<b>Manager</b>	<b>Provisional timetable</b>
<b>Phase 1: Preparation</b>		
Launch of ARD and preparatory work	RA/EM/DEM	May/June 2013
Inception mission; identification of national consultants	EM/DEM + RES	22-28 June
Provisional version of terms of reference for observation and approval by the Independent Evaluation Office	EM (DEM)	12 July
Provisional version of the terms of reference for translation (with approval from SRE)	EM (+ RES for approval)	25 July
Provisional version of terms of reference for observation and approval by the Country Office/BREA/Gov. Of Algeria	ER	7 August
Final version of terms of reference completed and approved by the Director of the Independent Evaluation Office	ER	30 August
Recruitment of members of the national evaluation team	ER	15 September
Finalise Chapters 2 and 3 (English), examination by the Independent Evaluation Office, translation into French	EM/DEM	< 26 September
<b>Phase 2: Data collection and analysis</b>		
Development of evaluation tools and protocols	EM/DEM	< 10 October
Data collection mission (report) for Algeria	EM/DEM/Consultants	19 October – 7 November

(continued)

83 <http://erc.undp.org/>.

(continued)

<b>Table 3. Provisional timetable</b>		
<b>Phase 3: Summarization and drafting the report</b>		
First provisional version for approval by the Independent Evaluation Office	EM/DEM + RES	25 November
First provisional version for observations by Country Office/BREA	Country Office/ BREA	30 November
Presentation of the second provisional version to the Country Office/ BREA and reference ministry	EM/DEM	20 December
Stakeholder workshop in Algeria	Independent Evaluation Office/Country Office/BREA	January 2014
Finalisation of the report; production of communication note	EM/DEM	February 2014
<b>Phase 4: Production and monitoring</b>		
Revision and formatting	Independent Evaluation Office	February 2014
Publication of the final report; writing of Management Response.	Independent Evaluation Office/Country Office/BREA	March 2014
Dissemination of final report (and addition to the ARD)	Independent Evaluation Office	April 2014



## Annex 2

# ANALYSIS OF EVALUATION CAPACITY

Programme focus	Outcomes	Total project budget 2009-2013 (USD)	Number of projects <sup>84</sup> (2009-2013)	Possibilities/limitations relating to data collection *Evaluations [award number]	Data collection method
Human development/ <i>Economic and social development</i>	Outcome 1 – Reduction of poverty	1,899,000	7	[11096] 'Assistance with the implementation of the strategy to reduce poverty and exclusion'; May 2009 [40862] 'Sustainable rural development strategy'; January 2009	Examination of documents; interviews; site visits
	Outcome 4 – Local development	2,270,000	3	[32892] 'Waste management'; February 2010 [40875] 'Charouine'; June 2013 [41493] 'Ksour Route'; November 2013	Examination of documents; interviews; site visits Possible sites: Waste management – 19 municipalities; Charouine daïra – W-Adrar; Ksour Route: Ouargla, Ghardaïa, Adrar, Bechar wilayas
	Outcome 5 – Public administration (resources)	301,000	2		
	Outcome 11* – Access to services (gender issues)	2,170,000	2	[57032] 'Gender equality MDG-F'; mid-term evaluation; 2012 [58181] 'Assistance with the strategy to combat VAW'; evaluation planned and can be made available by the main mission	Examination of documents; interviews; site visits Possible site visits: Alger, Djelfa (High Tableland, accessible by road), Tipaza (not far from Algiers)
	Outcome 12 – Public policy	4,956,000	4	[61824] 'Financial market reform'	Examination of documents; interviews; site visits Site visits: Djelfa (south), Tiaret, Adrar, Skikda

Source: (1) Financial and project data: Independent Evaluation Office data (ADR – project table – DZA 9 July); (2) Evaluations: ERC (<http://erc.undp.org/evaluationadmin/plans/viewEvaluationPlan.html?unitid=169>) and information provided by the Country Office

(continued)

<sup>84</sup> These numbers indicate the number of awards (not the project identification numbers) in each outcome that incurred expenses during the 2009-2013 period.

(continued)

Programme focus	Outcomes	Total project budget 2009-2013 (USD)	Number of projects <sup>84</sup> (2009-2013)	Possibilities/limitations relating to data collection *Evaluations [award number]	Data collection method
Governance/ Governance and Human Rights	Outcome 2 – Institutions of the constitutional state (Parliament)	1,989,000	1		Examination of documents; interviews; site visit
	Outcome 3 – Institutions of the constitutional state (gender)	(see* Outcome 11)			
	Outcome 3 – Institutions of the constitutional state (justice)	1,210,000	1	* [11098] Modernization of justice; 2007	Examination of documents; interviews; site visits Possible sites: courts in Algiers, Setif
	Outcome 10 – Justice, human rights	1,881,000	1		
Environment and sustainable development	Outcomes 6, 7, 8, 13 – Environment	5,607,000	7	* [11090] 'Management of natural resources'; Evaluation planned * [35770] 'Capacity building for risk analysis'; February 2012 * [33348] 'Biodiversity / Tassili Ahaggar'; October 2010	Examination of documents; interviews; site visits Possible site visits: Tassili-Ahaggar (south); Guerbes (wetlands; north-east); management of natural resources: Béchar, Naâma, Msiya

Source: (1) Financial and project data: Independent Evaluation Office data (ADR – project table – DZA 9 July); (2) Evaluations: ERC (<http://erc.undp.org/évaluationadmin/plans/viewÉvaluationPlan.html?unitid=169>) and information provided by the Country Office

## Annex 3

# OUTCOMES OF THE COUNTRY PROGRAMME (2007-2011 AND 2012-2014)

Areas of cooperation	UNDAF (2007-2011)	UNDP country programme (2007-2011)	UNDP country programme (2007-2011)	UNDP country programme (2012-2014)
	UNDAF outcome	Country programme outcomes <sup>85</sup>	Country programme outcomes <sup>86</sup>	Country programme outcomes <sup>87</sup>
Human, social and economic development	By 2011, Quality access to health, education, training, social protection and decent employment will be improved.	1.1. The national strategy to reduce poverty and social exclusion is implemented in an integrated manner and contributes to reducing inequalities.	1: Existing sectoral strategy making marginal reference to MDGs 4: Local communities able to manage their own development 5: Public administration able to plan and manage resources	11: Access to health, education, training and social protection services is improved, their quality has increased and existing spatial disparities and social discriminations are reduced, particularly with regards to women, children, the disabled, and people affected by HIV/AIDS  12: Knowledge of the social and economic processes and the capacity for evaluating and monitoring public policies are enhanced, the environment and competitiveness of businesses are improved, regional and social disparities are reduced, in particular young people's participation in economic life [and cultural life is increased]
		1.2. Health, education, training and social protection social services are more accessible, of better quality, fulfil the requirements of the populations and improve their living conditions.		
		1.3. The national programmes aimed at reducing unemployment, improving social protection and promoting employment are implemented in an effective manner.		
		1.4. The support for the development of the High Tablelands and the South programme is implemented and effectively contributes to reducing regional and local inequalities and to sustainably improving the living conditions of the populations in these regions.		

(continued)

<sup>85</sup> The list of outcomes in this column reflects those of the UNDAF (2007-2011), which are designated by the numbers used within the context of CPD results and resources.

<sup>86</sup> The outcomes listed correspond to those used in the UNDP integrated work plan on the Atlas management system. Outcome numbers correspond to those used in Atlas.

<sup>87</sup> For the 2012-2014 period, the outcomes listed in the cooperation frameworks (i.e. UNDAF), the CPD and Atlas are identical.



(continued)

Areas of cooperation	UNDAF (2007-2011)	UNDP country programme (2007-2011)	UNDP country programme (2007-2011))	UNDP country programme (2012-2014)
	UNDAF outcome	Country programme outcomes	Country programme outcomes	Country programme outcomes
Environment and sustainable development	The national institutions and populations will have strengthened their partnership for the sustainable management of the environment, particularly in terms of sustainable use of resources, risk management and disaster prevention	<p>2.1. The national programmes and strategies for the sustainable use and management of resources and natural areas, as well as sustainable land use planning, are implemented in a concerted and effective manner.</p> <p>2.2. The national strategies and programmes to combat desertification are incorporated in the local development programmes.</p> <p>2.4. The national strategies and programmes for managing risks and preventing natural disasters which are incorporated in the land use planning policy, are implemented and contribute to protecting the populations and to the effectiveness of natural heritage protection.</p> <p>2.6. Civil society effectively supports activities relating to the protection and sustainable conservation of the environment.</p>	<p>6: Improved national sustainable development and environment protection strategies</p> <p>7: National parks have a strategy for biodiversity protection but no actual means to implement it</p> <p>8: Improved national capabilities for implementing the sustainable development and environment protection strategy</p>	13: The protection of natural resources, the sustainable management of the environment, the rational use of energy, the fight against pollution and the protection against the effects of climate change and natural disasters are improved
Governance and human rights	... the national institutions will have been modernized and their capacities consolidated.	<p>3.1. The modernized and consolidated national institutions better fulfil the needs of the citizens</p> <p>3.2. Civil society has the capacity to work effectively for development, in partnership with local and national institutions.</p>	2: Constitutional state institution operating democratically, transparently and fairly	10: Economic and political transparency and performance, the participation of civil society, the modernization of the administration of justice, the mechanisms for protecting human rights and public administration's capacity to serve the citizens are improved
Gender	... the promotion of women's participation in political, economic and social life will be consolidated.	4.1. The promotion of the participation of women in general, and of rural women in particular, in political, economic and social life at the national and local levels is pursued.		

## Annex 4

# SAMPLE – LIST OF PROJECTS

Project title	Project number	Duration	Budget (cumulative) in USD	Names of the implementation partners	Main sources of funding (donors)
Support programme for the modernization of justice in Algeria	00011098	2003-2011	2009-2011 1,200,000	Direction générale de la modernisation de la justice (Directorate-General for the Modernization of Justice)	AG, UNDP
Support for the consolidation of the modernization of justice	00061679	2011-2013	1,881,000	Direction générale de la modernisation de la justice (Directorate-General for the Modernization of Justice)	AG, UNDP
Support for the Algerian Parliament	00059151	2009-2013	1,989,000	Council of the Nation, National People's Assembly	Belgian funds/ Global Programme for Parliamentary Strengthening (GPPS III), UNDP, AG
Joint programme for gender equality and the empowerment of women in Algeria	57032	2009-2013	3,640,202	MDCFCF (then MSNFCF), UNDP, UNFPA, ILO, UNICEF, UNIDO, UNAIDS, UN Women	Spain/MDG Fund
Support for the operational plan of the national strategy to combat violence against women	58181	2007-2012	576,900	MDCFCF, UNFPA, UNDP	UNFPA UNDP
DevInfo MDG Algeria	00071938	2009–2012 9 months	129,780.10	General Commissariat for Planning and Forecasts; Secretariat of State in charge of Forecasts and Statistics; and the NESC	UNDP
Support for the NESC for the drafting of reports on human development, economic freedoms, and governance quality	41558 / ID00047452	2005-2013	257,802.30	NESC	AG
Support for the implementation of the strategy to reduce poverty and exclusion	AIG/02/010/A/01/99 ID 0037704	2005-2009	410,339.16	Ministry of Employment and National Solidarity	UNDP
Support for local implementation of the national integrated rural development strategy	ID : 00040862	2005-2010	880,422.00	Ministry of Agriculture and Rural Development (in French)	

(continued)

(continued)

<b>Project title</b>	<b>Project number</b>	<b>Duration</b>	<b>Budget (cumulative) in USD</b>	<b>Names of the implementation partners</b>	<b>Main sources of funding (donors)</b>
Support for the Human Capacity-Building and Technical Assistance Programme for rural renewal	ID : 00063696 00080654	2012 Ongoing	38,743.62	General Directorate of Forestry	Finland via UNCCD
Preparatory assistance for Financial Market Reform	ID00064098 00078783 ID 00051461	2009-2013	461,763.80	COSOB	AG
Support for the implementation of the industrial strategy	ID : 00078905	2012-2014	32,639.12	Ministry of Industry and SMEs	
Ksour Route	00041493	2005-2012	1,137,636.67	Ministry of the Interior and Local Authorities; UNESCO; Anadarko	Statoil
Charouine daïra: Support with building local capacities to achieve sustainable development	00040875	2005-2012	694,000	Ministry of the Interior and Local Authorities	UNDP, UNICEF, UNFPA, GDF SUEZ
Support for young people entering the workforce	00065920	2012-2013	40,260.25	Ministry of Labour, Employment and Social Security	Japanese Government
Support for capacity building as part of the National Programme for the Integrated Management of Municipal Waste	32892	24 months planned	681,000	MATE	AG
Support for national capacity building for analysing the vulnerability factors associated with risks and natural disasters	35770	18 months planned	855,000	MATE	UNDP, AG, SDC
Conservation and sustainable use of biodiversity of global concern in the Tassili and Ahaggar National Parks	33348	36 months planned	3,725,720	Ministry of Culture, OPNA, OPNT	GEF, UNDP
United Nations Mine Action Support to Algeria	43683	24 months planned	1,202,615	Interministerial Committee on the Implementation of the Mine Ban Treaty	UNDP, AG, Belgium, Canada
Enabling activities for the preparation of Algeria's Second National Communication to the UNFCCC	39149	36 months planned	405,000	MATE	GEF
Integrated management plan for Guerbès – Sanhadja wetlands complex	46356	24 months planned	399,800	General Directorate of Forestry (MARD)	UNDP, AG, WWF

## Annex 5

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# PEOPLE CONSULTED

### UNDP & UN RC OFFICE (ALGERIA)

Aboul-Hosn Randa, Deputy Resident Representative, UNDP

Amaral Cristina, Resident Coordinator, Resident Representative, UNDP

Arim, Merouane, Youth Project Coordinator, UNDP

Benderra, Tewfik, Programme Analyst (Local Development), UNDP

Bendriss, Faïza, Programme Analyst (Environment), UNDP

Benyettou, Wissam, Coordination Analyst, UN Resident Coordinator Office

Dih, Sofiane, Programme Analyst (Environment), UNDP

Kebri, Farida, Programme Analyst (Governance), UNDP

Khelfaoui, Mohammed , Programme Analyst (Governance), UNDP

Lopez Mancisidor, Eduardo, Programme Analyst, (Governance), UNDP

Michiel, Hanne, Youth UNV (Governance), UNDP

Musako, Karis, Coordination Analyst, UN Resident Coordinator Office

Osmani, Karima, Programme Associate (Local Development), UNDP

Santon, Roland, UNV Programme Officer, Governance, UNDP

### UNDP REGIONAL BUREAU FOR ARAB STATES (NEW YORK)

Carrie, Edwine, Programme Specialist

El Kebir Mdarhri, Alaoui, Policy Adviser, Environment and Sustainable Development

Lanzoni, Marta, Programme Analyst

Moyroud, Celine, Programme Advisor

### UNITED NATION ORGANIZATIONS

Haddouche, Badia, Programme Official, UNFPA

Hayef, Imane, Coordinator, UN Women

Merabtine, Doria, Programme Official, UNICEF

Zeddam, Adel, National Coordinator, UNAIDS Algeria

### BILATERAL AND MULTILATERAL AGENCIES, INTERNATIONAL NGOS, EMBASSIES AND OTHERS

Boonen, Herman, International Cooperation Advisor, Belgium Embassy in Algiers

Lembo, Paolo, former Resident Coordinator and Resident Representative, UNDP Algeria

Martins, Paulo, Head of Operations at the EU Delegation to Algeria

Medagangoda-Labe, Ayshanie, former Deputy Resident Representative, UNDP Algeria

Tadj, Leila, former coordination advisor

Takehana, Chihro, 2nd Secretary, Japanese Embassy in Algiers

Van Nie, Miriam, Advisor, Canadian Embassy in Algiers

## MINISTRY OF FOREIGN AFFAIRS

Ben Azza, Latifa, Director, environment and sustainable development, focal point for the GEF

Ben Cherif, Director, humanitarian, cultural and social development affairs

Djouama, Toufik, Deputy Director, General Directorate for Economic Relations and International Cooperation

Khelifi, Saïd, Deputy Director, social development

Kimouche, Hichem, Deputy Director, sustainable development

Louafi, Nader, Head of Bureau, in charge of the UNDP dossier

Rimouche, Nasreddine, Director, international economic and financial affairs

## MINISTRY OF JUSTICE

Alaoui, Meriem, Project Coordinator *“Support to strengthening the modernization of Justice”*

Djadi, Abdelkrim, Magistrate and Programming and Forecast Deputy Director, General Directorate for the Modernization of Justice

Lamouri, Nadir, Secretary General of the Court of Djelfa

Labaz, Elatra, IT Engineer, Court of Djelfa.

Maheddine, Rachid, Programming and Forecast Director, General Directorate for the Modernization of Justice

Merabet, Belkheir, Deputy Secretary General of the Court of Djelfa

Mokrame, Mustapha, Secretary General of the Court of Algiers

Muhoubi, Abdelkader, First Deputy Public Prosecutor of the Court of Algiers

Two court clerks from Algiers court

## COUNCIL OF THE NATION

Dada, Mohamed Drissi, General Director, General Directorate of Administration Services, Finances and Members' Affairs

Kermia, Mohamed Nadir, Director of Studies

## MINISTRY OF NATIONAL SOLIDARITY, FAMILY AND WOMEN'S CONDITIONS

Benouali, Mohamed, Coordinator, *“Gender equality”* joint programme

Bouregghda, Ouahida, Director national projects, *“Gender equality”* joint programme and VEF project

Ladjel, Khedidja, General Director for Family, Women and Social Cohesion

Moussaoui, Malika, Director of Women's Affairs.

## MINISTRY OF NATIONAL EDUCATION

Amraoui, Kouider, former Member of Parliament and Civil servant at ONAEA of Djelfa

Baïtèche, Mohamed, Civil servant at ONAEA of Djelfa

Mohammedi, Zohra, Assistant at ONAEA of Djelfa

Taouti, Mohamed, Director National Office of Literacy and Adult Education (ONAEA) of Djelfa

## MINISTRY OF FINANCE

Boualit, Rabah, Director of Studies, General Directorate for external economic and financial relations, member of all Steering Committees for UNDP projects

Khelfaoui, Mohamed, Project Coordinator, *“Financial market reform”*

## **MINISTRY OF INDUSTRY**

Abid, Khaled, National Project Director,  
“*Evaluation of economic support needs*” project  
Dali, Yahia Lamia, Project Coordinator,  
“*Industrial strategy support*” project  
Lahlali, Lynda, National Project Director,  
“*Industrial strategy support*” project  
Rahla, Abdelkader, Head of Division, partner-  
ship promotion

## **MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT**

Abdelkader, Rachedi, Planning Director,  
Directorate General of forests, national  
projects Director for *PRCHAT* project  
Belkhira, Directorate General of forests  
Bessah, Ghania, National Project Director,  
“*Integrated management plan for the Guerbès-  
Sanhadja wetland complex*”, Directorate  
General of Forests  
Bouaïta, Zohra, Project Coordinator, Directorate  
General of forests  
Boukerma, Nadira, Guerbès Project manager,  
forest conservation / DGF  
Djehiche, Fatiha, National Project Director,  
“*Supporting rural resurgence*” project  
Idir, Baïs, Director of Studies, Secretary General  
Rahal, Lazhar, forest conservationist for the  
*wilaya* of Skikda/ DGF

## **MINISTRY OF TERRITORIAL PLANNING, ENVIRONMENT AND THE CITY**

Azouz, Lamine, Director of sanitary landfill  
of Djelfa  
Ben Khenouf, Deputy Director for household  
waste  
Bererliche, Samira, Head of urban and industrial  
environment of Skikda

Bourmane, Mahieddine, Director for the  
environment in Djelfa  
Bouhali, Leïla, National Agency for waste  
management/ waste management facility  
of Djelfa  
Tolba, Tahar, Director, environment and  
sustainable development

## **MINISTRY OF CULTURE**

Akeb, Fatiha, Director for cooperation and  
exchange  
Ambes, Houcine, Director of culture, wilaya of  
Boumerdès, National Project Director for  
“*Cultural parks*” project  
Betrouni, Mourad, Director of the legal  
protection of cultural property and the  
promotion of cultural heritage

## **MINISTRY OF LABOUR, EMPLOYMENT AND SOCIAL SECURITY**

Bouaffar, Mohamed Abdelhalim, Employment  
Directorate of Skikda  
Feddal, Kheira, Director, National Directorate  
for Employment (DNE)  
Guettaf, Farouk, Head of the employment  
agency in the *wilaya* of Djelfa  
Lyes, Redjem, Head of the employment agency  
in Skikda  
Ouahab, Ismail, Regional Director for  
employment (central / Blida region)  
Tlili, Aïssa, Regional Director for employment  
(eastern / Annaba region)

## **MINISTRY OF DEFENCE**

Ghérabi, Colonel Hacène, National Project  
Director for “*Action Against Landmines*”  
project  
Keria, Mr, Deputy Director for cooperation

## NATIONAL ECONOMIC AND SOCIAL COUNCIL

Bouazouni, Omar, Director of statistical studies, modelling and synthesis

Chentouf, Nadira, Head of Cabinet

Idjekouane, Aïcha, Head of social studies division

Lehtihet, Derar, National Project Director for CNES project

## NATIONAL POPULAR ASSEMBLY

Brahimi, Samira, Member of Parliament

Fergan, Soumaia, Member of Parliament

Fourar, Dalila, Member of Parliament

Tachi, Fatima, Member of Parliament

## MINISTRY OF INTERIOR

Amadjkouh, Karim, Head of the *Wali's* Cabinet, *Wilaya* of Djelfa

Ben Hassine, Faouzi, *Wali* of Skikda

Dahri, Mohamed, Head of the *Wali's* Cabinet, *Wilaya* of Skikda

## CIVIL SOCIETY

Boufenissa, AHCÈNE, Association AIDS Solidarity

Maamouri, Faouzi, WWF representative, Tunisia

Pinon, Alexandre, Head of Mission, Handicap International

Rebbah, Selima, Project Manager, Handicap International

Sbia, Noureddine, President, Algerian Forum for Citizenship and Modernity (FACM) and Vice-President of the Permanent Committee for the Euro-Mediterranean Partnership (COPPEM)

Three lawyers, one female, from Algiers Court  
Three women and five men that used counters in the court of Djelfa

18th February Association in Djelfa

Assala Association in Djelfa: women and violence

Association for the Development of Foreign Languages in Djelfa

Cancer support association in Djelfa

Consumer association in Djelfa

LIBRAS Association: theatre for kids in Djelfa

Mother and Child Association in Djelfa

Rural women association in Skikda. Souad Bouacida

Sounaa el hayet 2008 Association in Djelfa

Youth sport association in Djelfa

13 beneficiaries from the project “*Força*” in Djelfa

Three beneficiaries from the project “*Força*” in Skikda

Three beneficiaries from apiculture activities of the *Guerbès* project in Skikda

## PRIVATE SECTOR

Ahcène, Mimi, expert in environment and major risks, main consultant for the project “*Supporting national capacity building to analyze risks and natural disasters vulnerabilities factors*”

Boughedaoui, Menouar, Director of energy and air pollution in Blida, National Project Coordinator for «*Activité habilitante pour la préparation de la seconde communication nationale de l'Algérie au titre de la CCNUCC*» project

Ghazali, Abdelhamid, Statoil for the project “*Roads of Ksour*”

Moreau, Sophie, evaluator of the “*Waste management*” project

Souad, Khodja, evaluator and consultant, “*Roads of Ksour*” project

## **WILAYA OF SIDI BEL ABBES**

Benhamou, Khaled, forest conservationist for the *wilaya*

Boutenzer, Tayeb, Head of *Sidi Bel Abbès* district forests

Dahou, Abdelkrim, Head of the Bureau of resources for the forests conservation

Douar, Ghanem, Head of Construction division, Directorate for Planning and Construction

Faraoun, Kouider, Engineer, Directorate of Environment

Fellah, Adda, representative of the agricultural municipality of Sidi Ali Benyoub

Hadji, Mohamed, Head of the Bureau for Cartography and Major Risks, Civil Protection

Hasnaoui, Ali, Director, Hasnaoui Group branches (agricultural and rural development)

Kerroucha, Mohamed, Head of Division, veterinary and phytosanitary inspection of the Directorate for agricultural services

Khebchiche, Seghir, Head of the *Wali* Cabinet

Mahtougui Abbasia, Head of training for the “*PRCHAT*” project

Meliani Wahid, Head of division, production management and phytosanitary technical support, Directorate for agricultural services

Mouilah Youcef, expert in forests of the *wilaya*

Sallat Amin, Head of Division, rural planning and investment promotion, Directorate for agricultural services

Beneficiaries from the “*Risks*” project training

Beneficiaries of the rural resurgence policy:

- Bouhaous Djillali, Daira Tanira, Municipality of Hassi Dahoud
- Ketab El hadj, Daira Tanira, Municipality of Tenira, Dar El Kaïd locality
- Lahbib Haddar, Daira Tanira, Municipality of Hassi Dahoud

## **WILAYA OF TIPAZA**

Boudjemaa, Belkacem, farmer at Sidi Amar

Chaib, Said, President, Court

Cheliout, Merouane, Chercell circumscription, beneficiary of the *PRCHAT* training

Djamal, M. Director, forest conservation

Khiat, Rabie, Head of District at Sidi Amar

Mezair, Ramdane, expert in forests

Naidjaoui, Djamel, Public Prosecutor

Roudj, Badria, Head of Division, property extension and land protection

Six court clerks in Tipaza









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